

FINANCIAL TIMES



Planning Viacom
Where software is still king
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Curse and cure
Radiation in the war on cancer
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Changing climate
In search of a greener future
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Poland
Making up for lost time
Survey, Section II

World Business Newspaper

Bosnia risks all-out war, UN warns after Serb attack



Bosnia risks all-out war, the United Nations warned after Serb forces responded to a Bosnian government offensive by shelling four UN-protected safe areas. Bosnian Serb leader Radovan Karadzic (left) ordered a general mobilisation and called on the five-nation contact group - Britain, the US, France, Germany and Russia, which met in London yesterday, to halt the Bosnian offensive. Page 16

Germany to open telecoms industry: Competition in the German telecommunications market, the third largest in the world after the US and Japan, is to be opened to small and medium sized companies as well as large operators after 1998. Page 16 and Lex. That cabinet poised to ring telecoms changes, Page 10

GM plans \$1.82bn expansion in Hungary: General Motors of the US, the world's biggest vehicle maker, is to invest DM257m (\$1.82bn) in Hungary to double the capacity of its engine plant to 460,000 units a year. Page 7

UK offered arms procurement place: France and Germany offered the UK a place in the proposed Franco-German arms procurement agency and Britain said it would put weapons contracts under the agency's control. Page 16

USAir clinches deal with pilots: Lossmaking US airline USAir is believed to have persuaded its pilots to accept a pay cut of 20 per cent in exchange for seats on the board and profit-sharing. Page 17

Commerzbank 80% ahead: Commerzbank, first of Germany's big commercial banks to report 1994 results, said group net income rose by 80 per cent to DM1.06bn (\$736m) because of the sale of shareholdings in other companies. Page 20

Bank of New York in \$140m deal: Bank of New York is to acquire Putman Trust of Greenwich in a deal valued at about \$140m. Page 20

Climatic change talks attract 130 Nations: Up to 1,000 delegations from almost 130 countries gathered in Berlin for a 10-day United Nations conference on the effects of global warming. Reports, Page 6

Société Générale threatens court action: French bank Société Générale threatened to take Crédit Lyonnais to the European Court of Justice as it intensified efforts to oppose its rival's rescue plan. Page 17

EU jobs talks deadlocked: Talks to agree new European Union rules for companies employing workers from another member state collapsed after employment ministers failed to narrow their differences. Page 9

Pearson profits up 43%: Pearson, UK-based media, information and entertainment group, raised annual pre-tax profits by 43 per cent to £297.8m (£485.4m) for 1994, but admitted a setback over its move into video game and computer software. Page 17

Clinton to cut 5,000 government jobs: US president Bill Clinton announced cuts designed to save \$1.5bn (£820m) and loss nearly 5,000 federal jobs over the next five years. Page 5

MasterCard seeks Pacific expansion: Credit card company MasterCard hopes to double the number of its cards in the Asia-Pacific region by 2000. It had 53m in the area last year. Page 8

Pirelli back in the black: Italian cables and tyre maker Pirelli, which has undergone drastic restructuring, reported annual net profits of £146m (\$265m), its first since 1990. Page 17

France faces transport strikes: Transport in France faces disruption this week as unions representing domestic airline Air Inter, the national railway system and the Paris urban transit authority called for strikes. Page 5

Argentina plane banking safety net: Argentina is expected to release plans for a \$30m banking safety net aimed at stabilising the financial system and reversing the capital flight that began in reaction to Mexico's recent devaluation. Page 5

Canada's rail employees return to work: Canada's two freight railways resumed full services after 30,000 employees who are demanding increased job security were forced back to work by federal legislation. Page 5

STOCK MARKET INDICES

	GOLD	
New York	1,327.28	(+1.38)
Dow Jones Ind Av	3,192.2	(+1.18)
NASDAQ Composite	519.22	(+0.72)
London	3,361.9	(+0.22)
EMEA and Far East	1,438.1	(+1.81)
DAY close	1,494.9	(+2.48)
FTSE 100	3,148.3	(-3.8)
Nikkei	16,988.25	(+346.48)

US LUNCHTIME RATES

	DOLLAR	
Federal Funds	6.1%	
3-month Treasury Yield	5.812%	
Long Bond	10.3%	
Yield	7.33%	
London	1.5885	(1.5932)
DM	1.4007	(1.128)
FF	1.4925	(1.9769)
SEK	1.115	(1.117)
Y	0.8385	(0.7272)

STERLING

	STERLING	
London	2.246	(2.2509)

NORTH SEA OIL (Argus)

	Argus	
Brent 15-day (May)	\$17.34	(7.025)
Tokyo close	Y 59.47	

Austria Sch. 4000 **Grace** D400 **Malta** Lst150 **Oman** ORT100
Belarus Drt125 **Hong Kong** HK\$15 **Morocco** MRY15 **S. Africa** S. Afr. 571
Belgium BEF70 **Hungary** Ft116 **Mexico** MEX15 **Switzerland** SFR100
Bulgaria Lvt10.00 **Iceland** Kr100 **Netherlands** NLG15 **Singapore** SGD100
Cyprus CDT10 **India** Rs25 **Norway** Nkr10.00 **S. Africa** S. Afr. 571
Czech Rep. CZK100 **Ireland** Eir100 **Pakistan** Pak100 **Sweden** SEK17
Denmark Dkr100 **Italy** L2000 **Philippines** Pes100 **Switzerland** SFR100
Egypt Esr100 **Japan** Yen200 **Poland** Zl100 **Syria** Ssd100
Estonia Etk100 **Jordan** JD150 **Portugal** Esc100 **Turkey** Ltr100000
Finland Fim100 **Kuwait** Dinar150 **Russia** Rsd100000
France Frf1050 **Liberia** Usl100 **Saudi Arab.** Drh100000
Germany Dm1000 **Lux** Lrt70 **UAE** Dh1200

Nelson Mandela sacks his wife from government

By Roger Matthews and Michael Holman in Johannesburg

Mrs Winnie Mandela, the estranged wife of President Nelson Mandela, became the first person to be sacked from South Africa's government of national unity yesterday after months of controversy over her behaviour.

A source Mr Mandela said the decision had been taken only after much reflection because of her important role in the long struggle against apartheid. A spokesman for Mrs Mandela said she was shocked.

Mr Mandela refused to say why his wife had been dismissed as deputy minister of arts, culture and science. "I appointed the cabinet and it is my right and prerogative to replace the government if I consider it necessary for the effective functioning of the government, and I have exercised the right," said Mr Mandela.

When pressed on more precise reasons for the dismissal, Mr Mandela responded: "You must accept my assurance that I have exercised my right very, very carefully."

The sacking of Mrs Mandela,

who won substantial support in December's voting for the executive committee of the dominant African National Congress, will test the party's unity. As the government approaches its second year in office, pressure is growing for it to demonstrate real economic and political progress for the majority of the population.

The government and senior ANC members have been angered by Mrs Mandela's attacks on policy and refusal to moderate her statements despite indications that dismissal was under consideration.

She confirmed her assault over the weekend, hitting out at the cabinet's failure to deliver on promises to impoverished South Africans made before last April's general election, while it spent lavishly on last week's official visit by Britain's Queen Elizabeth II.

Her outburst came against a background of allegations that she had misappropriated funds entrusted to her and used her official position to influence housing contracts.

None of the allegations has been proved and a police search

of her home was ruled illegal by a supreme court judge last week who ordered that seized documents be returned to her.

Mrs Mandela said the raid reminded her of life under apartheid, and claimed popular support would again be her defence against official harassment.

The ANC gave full backing to Mr Mandela's action. "When the ANC-led movement is calling on ordinary people to participate with discipline in the process of transformation, it is unacceptable for leadership personalities to behave in a manner not befitting their status as elected representatives," it said.

But the ANC is also aware that Mrs Mandela, as one of the party's most effective campaigners, will be needed for local government elections in November.

Mr Mandela added yesterday that he hoped his decision would encourage Mrs Mandela to review her situation and behave in a way that would enable her to make a more positive contribution to society.

Fighter Winnie Mandela down but not out, Page 4

E Merck share sale aims to raise \$1.8bn

By Andrew Fisher in Frankfurt and Daniel Green in London

E. Merck, the family-owned German pharmaceuticals company, plans to float on the stock market later this year in what will be the biggest share issue by a privately controlled German business.

The group hopes to raise up to DM2.5bn (\$1.8bn) by selling 25 per cent of its stock to the public in a move that reflects the growing desire of German companies to cut their traditional dependence on bank loans and to tap sources of finance.

The flotation would also force E. Merck to open its accounts to closer scrutiny by outside investors - a discipline which expansion-minded family companies in Germany seem increasingly ready to accept.

"It is a good thing to have some outside watch over the fate of a company," said Mr Patrick Schwarz-Schütte, head of Schwarz Pharma, another drugs company that plans a smaller issue this year. "This helps to ensure that the company is run in the most professionally effective way."

With the offering set to raise between DM2bn and DM2.5bn, depending on the state of the stock market, E. Merck will be the largest new issue in Germany since the DM1.99bn Feldmühle Nobel sale in 1986. But its record will be short-lived, since Deutsche Telekom comes to the market next year with an

issue of around DM15bn.

E. Merck, Germany's fifth biggest drugs company, has no current links with Merck, its US namesake, which is the world's second biggest drugs company. But New Jersey's Merck was an affiliate of the German business until the first world war when it was confiscated by the US.

E. Merck, which is owned by descendants of the founding Merck family, plans to go to the market in September. It is raising capital to help pay for a series of acquisitions. Those purchases helped to lift its turnover 16.3 per cent to DM5.8bn and to raise pretax profits by 40 per cent to DM530m last year.

Like its much larger German rivals - Bayer, BASF and Hoechst - E. Merck makes both drugs and chemicals. About 60 per cent of sales are in pharmaceuticals, notably heart drugs. It also produces specialist chemicals including liquid crystal for digital displays, high-purity materials for the electronics industry, and laboratory products.

A 53 per cent-owned Swiss subsidiary, Merck AG, which was floated in Switzerland in 1986, handles foreign activities. Separately, E. Merck also controls Ligna, a French pharmaceuticals company, having bought out its partner, Rhône-Poulenc, the French chemicals company

Continued on Page 16

Lex, Page 16

Notice issued to rivals, Page 18



Boris Yeltsin waves goodbye as the train leaves the industrial town of Ryazan at the start of the Russian president's two-week working holiday to sound out ordinary people about their problems. Mr Yeltsin denied his tour marked the start of a re-election campaign

Photo: Press

Marks and Spencer plans three stores in Germany

By Roderick Oram, Consumer Industries Editor, in London

Marks and Spencer, the UK group, is to open up to three stores in Germany.

It already has stores in 10 countries and franchised shops in 18 others, from Hungary to Singapore.

China will feature in a subsequent phase of its international expansion strategy but it has ruled out the difficult Japanese market for the moment despite having 51 branches of Brooks Brothers, its US-based clothing chain, in the country.

Problems there range from different regulations on toiletries and cosmetics to high property prices.

M&S's foreign growth has brought opportunities for its predominantly British suppliers, with which it has close links.

Even in a market as entrepreneurial as Hong Kong, some 80 per cent of the goods in M&S's seven shops are UK-made.

Mr Keith Oates, deputy chair-

we will not be out of place there. Expansion would follow "the step-by-step formula which has been so successful for us in other countries".

As a first step in China, M&S is to open an office in Shanghai from which to make more detailed studies of the market.

"With a population of 1.2bn and an emerging middle class, the opportunities for Marks and Spencer are potentially huge," Mr Oates said. But the first store would be "some years down the road".

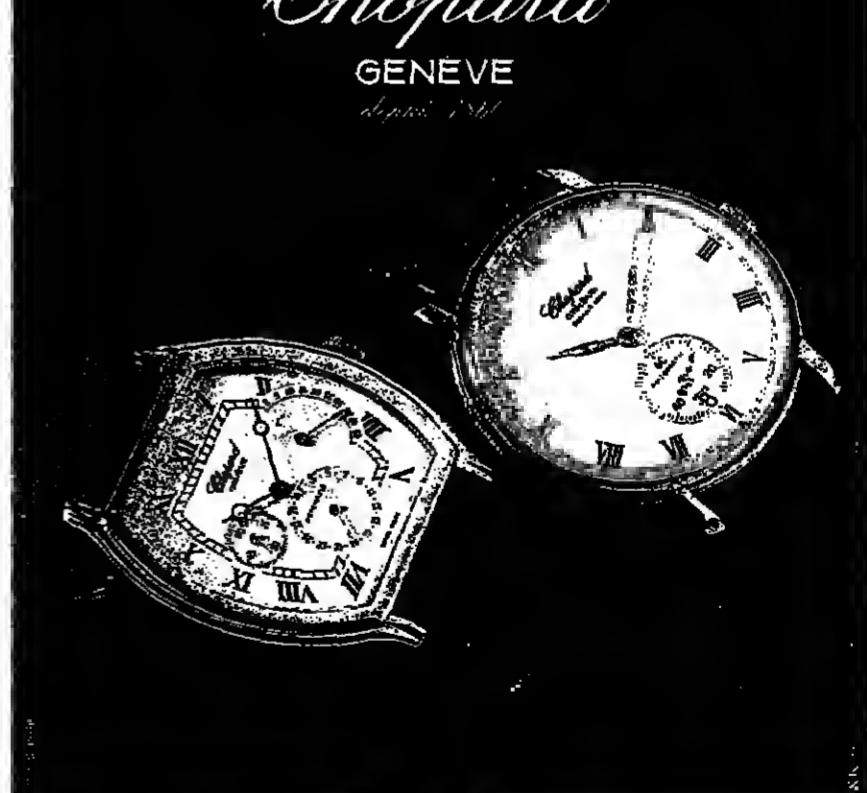
While UK suppliers are shipping goods to M&S's Hong Kong stores, the group's buying office there is already purchasing just under £100m of goods a year from mainland China. Much of this, however, is through UK companies such as Courtaulds Textiles which have Chinese operations.

The group is continuing to make a "detailed assessment" of Italy.

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NEWS: EUROPE

Dini seeks fresh drive on sell-offs

By Andrew Hill in Milan

Mr Lamberto Dini, Italy's prime minister, yesterday sought to give fresh impetus to the country's privatisation programme and urged banks to speed up efforts to move into the private sector.

However, his speech, the most comprehensive outline of privatisation policy since Mr Dini took office in January, may not satisfy investors who have now waited nearly a year since the last wave of privatisations.

For example, parliament has

still not given final approval for setting up an electricity regulator, one prerequisite for the privatisation of Enel, the state electricity company.

He laid out a balanced vision for future Italian privatisations, in which ownership is shared by a hard core of shareholders and small investors.

He said the government was planning incentives for companies to convert savings set aside for retirement payments to employees into genuine pension funds, and underlined the importance of

establishing strong regulatory authorities.

Addressing an audience of top Italian industrialists, financiers and politicians in Milan, Mr Dini laid the foundations which control many Italian state-owned companies to sell off a majority stake in parallel with the main privatisation programme.

Mr Lucio Rondelli, chairman of Credito Italiano, one of the state-owned banks privatised at the end of 1993, said he favoured the idea of allowing the banks to act as active intermediaries for the sale of state holdings. Credito Italiano is

one of a group of banks which has proposed buying the government's stake in Stet, an Italian state holding company, and then selling it on to a *necchio duro* or hard core of stable shareholders.

Mr Rondelli said it was too soon for banks themselves to act as the principal shareholders in industrial companies.

But Mr Dini trod a careful path between the *necchio duro* approach and the so-called "public company" route, which

would distribute shares more widely. He said the government "should not try to impose certain models of ownership, be it that of a large company with a diffuse shareholder register, or a company controlled by a group of stable shareholders, or intermediate solutions".

Mr Dini said the government hoped to encourage wider share ownership by improving the involvement of small shareholders in companies - for example, through the list-voting mechanism which reserves seats on the boards

for their nominees. He said the government was seeking more information on banks' proposals on Stet which would be fully privatised "in the autumn". Separately, banks are jockeying for position to become the reference shareholders in Imi, the banking group, and Iri, the insurer. The government hopes to sell its remaining stake in those companies by the summer.

Elf, the French oil major, was maintaining a discreet silence last night over the alleged fuel irregularities. Elf, which supplies fuel to both Michael Schumacher's Benetton-Renault and the Williams-Renault grand prix team led by Damon Hill, is waiting to hear from its technical representatives on their return from Brazil, and to test further the fuel samples they are bringing back with them, before making any comment.

The ruling saw reigning world champion Michael Schumacher of Germany and Williams-Renault driver David Coulthard disqualified from their respective first and second place finishes, promoting the Ferrari of the Austrian Gerhard Berger and McLaren-Mercedes of Mika Hakkinen in their stead. John Griffiths, London

Serious disruption likely as unions call for action on pay rises

Strikes set to hit French transport

By John Riddings in Paris

The French transport system faces serious disruption this week as unions representing the domestic airline, the national railway system and the Paris urban transit authority have called for strikes to support pay increases and to oppose changes in working practices and organisation.

Air Inter, the domestic airline, is due to start a three-day strike today, while SNCF, the national railway network, and RATP, the Paris buses and metro authority, have called for a 24-hour

stoppage on Thursday.

The disputes are part of a series of strikes which has escalated with the approach of the April/May presidential elections. They reflect grievances in the public sector, but have also been encouraged by several candidates' support for pay increases.

Mr Lionel Jospin, the Socialist candidate, claims salaries should be allowed to increase to strengthen consumption and support economic recovery. Mr Jacques Chirac, the Gaullist mayor of Paris and front runner in opinion polls, has called for "massive stoppages" today to express continued opposition to the pay offer of

between 3 per cent and 4.5 per cent. The company's original offer of a 1 per cent rise compares with an annualised inflation rate of about 1.7 per cent.

Unions at SNCF and RATP are also pressuring for increased pay. But the various disputes extend to broader issues. SNCF unions are also warning against any move toward privatisation, while workers at Air Inter, the domestic airline, are opposed to a restructuring programme which includes 600 job losses. They are also opposed to plans to merge Air Inter with the European operations of Air France, the

national carrier.

The strikes and stoppages have been mainly confined to the public sector, although some private companies, such as GEC Alsthom, the Anglo-French engineering group have also been affected.

"There is no explosion in wage demands in the private sector," said a spokesman for the Patronat employers' federation.

However, Mr Jean Gandois, president of the Patronat, accepted the situation's sensitivity. He said yesterday that refusal of pay rises in companies with profits growth could act as a provocation to unions.

Germany holds back aid to Turkey

By Judy Dempsey in Berlin

Germany yesterday gave the strongest signal to date of its opposition to the Turkish incursion into northern Iraq in pursuit of Kurdish militants by withholding a DM150m (\$106m) grant to Ankara.

Mr Klaus Kinkel, German foreign minister, said the assistance which would have been used to build Turkey two frigates had been "put on ice". He did not say for how long.

The decision was taken after a meeting of the parliamentary faction of the governing coalition and days after Mr Kinkel had held talks in Ankara with Mrs Tansu Ciller, the Turkish prime minister, and Mr Suleyman Demirel, the country's president.

"I am shocked at comments attributed to President Suleyman Demirel that Turkish forces intend to remain in north Iraq for a year after he personally told me last week they would pull out quickly," Mr Kinkel said.

He repeated his warnings to Turkey to withdraw its troops as quickly as possible, saying the actions would have considerable international consequences and damage.

In particular, Mr Kinkel indicated that the signing of a customs union between Ankara and the European Union was now becoming more complicated as a result of Turkey's actions. He said Bonn was still investigating whether German weapons sold to Turkey had been used in Ankara's offensive.

● Turkey yesterday promised to relax its tight controls on foreign media in southeast Turkey and northern Iraq. John Barham writes from Istanbul.

Mr Ferhat Ataman, foreign ministry spokesman, said the government has "sent instructions to the military to ease controls and we will make sure there will be regular service across the border from now on."

At the weekend, security forces detained two western reporters for up to 18 hours without giving any reason. The government also closed the border with Iraq to foreign correspondents, apparently aimed at halting reports by foreign journalists of civilian casualties from Turkish attacks.

Mr David White in Madrid

Russian reformers tackle capital markets with revolutionary fire

John Thornhill on a grand vision behind efforts to create a workable framework for funding business



Ten years to the month after Mr Mikhail Gorbachev launched *perestroika* to reinvent communism, a senior Russian government official flies to Vienna to chair a conference - organised by the Adam Smith Institute - on the development of Russia's capital markets.

He is Mr Dmitry Vasiliev, the unassuming 32-year-old executive director of Russia's Federal Commission on Securities and Capital Markets, which was set up last year as the industry regulator.

Mr Vasiliev, a research economist by background, has emerged as one of Russia's leading capitalist commissioners working to re-create the institutions of a market economy.

Alongside Mr Anatoly Chubais, now first deputy prime minister, Mr Vasiliev helped spearhead Russia's mass privatisation drive which tipped 15,000 companies into the private sector in the past two years.

That programme has already transformed large swathes of Russian industry. But its chief fault was that it cut off companies from state credits without providing any alternative sources of funding. Capitalism without capital was the result. But in one of the bursts of creative energy, which have characterised Russian history, the reform team is now determined to help fund the growth of these privatised companies by creating effective primary capital markets.

In so doing, it is trying to compress into a few revolutionary months a process which in other circumstances has evolved over decades.

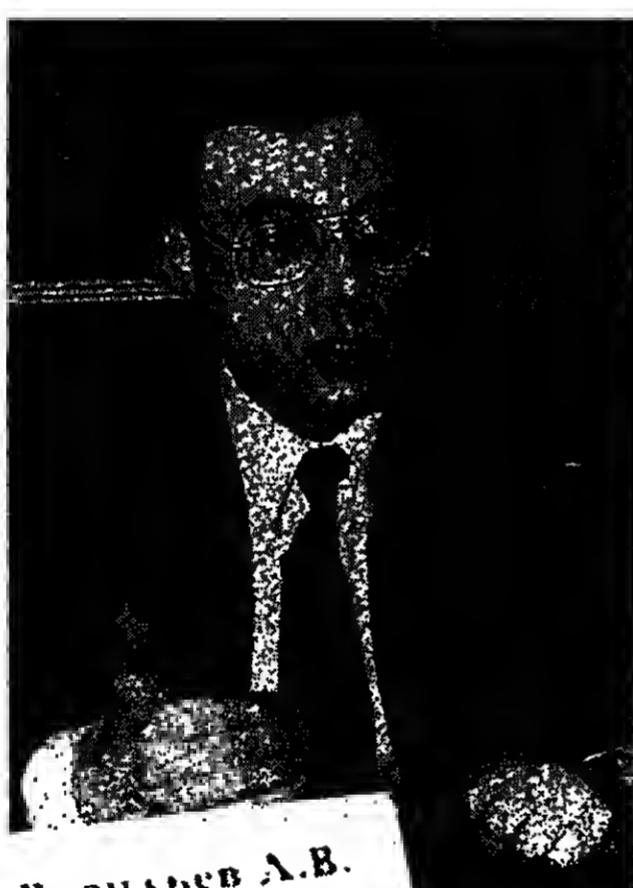
Mr Vasiliev's vision is of fair and fully functioning capital markets which will enable Russian cash-starved companies to raise finance, entrench a shareholder culture, soak up much of Russia's estimated \$10bn held in cash by ordinary people and enrich millions of citizens in the process.

The commission's role will be to create a regulatory framework; develop the market's infrastructure; and encourage self-regulation among its participants.

Critics argue this may be a wonderful vision but is too lofty an ambition for this stage of Russia's development. Perhaps it would be better to model Russia's financial development on Germany's.

Mr Vasiliev's additional hope is that external shareholders can impose an external discipline on management breaking up the cosy relationships that are likely to develop between banks and industry.

Mr Vasiliev's challenge will be to ensure that the capital markets become conspicuously fairer and more transparent than the banking sector. And on this score, some financial experts fear too much emphasis is being placed on self-regulation. After all, the maturity of Russia's stockbroking culture is no greater than that of its banks.



Vasiliev: 'government must play a more active role'

Opposition to Germany or Japan, which chiefly relied on bank debt to rebuild their economies shattered in the second world war.

But Mr Vasiliev argues that unlike Germany, where a financial culture was well entrenched, Russia's banking system is not yet professional enough to analyse businesses and make long-term investment commitments.

"I would be greatly concerned about a situation in which Russian banks moved towards a German model of buying enterprises, developing trading activities and taking deposits and so on. I fear that a situation could develop in which there were numerous possibilities for conflicts of interest and that conditions for corruption would emerge," he said in an interview.

In a country where the cynical saying runs that criminals do not need to raid banks when they can open them, Mr

The commission's director accepts the charge - up to a point - and says the government must play a more active role in developing the market infrastructure sufficiently to win the trust of domestic and foreign investors.

"The government must play a stronger role in the developing market than it does at present," he says.

To this end, the commission has already helped launch an independent share registry service to be run by the Bank of New York, OneKimbank and Nikoil. Other projects are being developed to create a Nasdaq-style trading network (an automated share price quoting system similar to the US one) and depository and custodial systems.

But beyond creating an appropriate market framework, Mr Vasiliev fears the regulatory danger comes from the other extreme. Given Russia's history, he suggests there is a threat of excessive bureaucracy stifling the entrepreneurial spirit. Again, pragmatism is stressed as much as free-market ideology.

But Mr Vasiliev's grand design may work only if other pieces of Russia's reform jigsaw fall into place.

Private savings are only likely to be channelled into the market via mutual or pension funds once Russia's tax regime and investment legislation have been remodelled.

Investment will also depend on the government's economic stabilisation plans bearing fruit this year. "The scale of investment will depend upon the pace of inflation," Mr Vasiliev concedes.

But the greatest battle may be to transform the mentality of Russia's industrial managers to convince them that creating growth is more important than maintaining control.

Mr Vasiliev hopes the market will again provide the answer.

As soon as managers realise that their competitors are raising money on the capital markets, becoming more efficient, and stealing market share, then competitive self-preservation instincts will prevail.

Only if that occurs in Russia's capitalist *perestroika* will it prove more durable than the communist version.

A Russian air force spokesman said civilian targets had not been attacked.

The Greens, swept back into coalition last month with the Social Democrats (SPD) in the German state of Hesse, yesterday secured two posts in the new and smaller cabinet. Mr Hans Eichel, SPD premier, reduced the number of cabinet posts from 10 to eight, allocating six of the ministries to his party. The Greens will hold the justice portfolio as well as the combined youth, family and environment post. The composition of the new cabinet confirms the Greens' election success and its bid to play a greater role on state level, with a possible eye on federal level.

The Greens, led by Ms Iris Blau, made big gains in Hesse, increasing the party's share of the vote from 8.8 per cent in 1991 to over 11 per cent. Its success stemmed from disaffection by Free Democrats, the junior partner in Chancellor Helmut Kohl's governing coalition. The Greens are now confident they can make similar inroads next May when North Rhine-Westphalia, governed by the SPD, holds elections. Judy Dempsey, Berlin

Georgia launches voucher drive

The government of Georgia launched its privatisation voucher programme yesterday, distributing \$30 vouchers to residents in two regions of the poverty-stricken former Soviet republic.

Residents in several areas of the capital, Tbilisi, and in the city of Kutaisi lined up to receive the vouchers, which Georgians can use to bid for shares in companies being privatised.

Owners of the new vouchers can also invest their \$30 in one of the country's 20 recently opened investment funds. The vouchers will be distributed to all of Georgia's 5.5m residents - including children - except for those in the breakaway regions of Abkhazia and South Ossetia. The distribution is scheduled to continue for around three months, said Mr Avtandil Shugadze, head of the Georgian state property committee.

Georgia's voucher programme was approved by President Eduard Shevardnadze in early 1994, but bloody ethnic conflicts, political turmoil and economic instability delayed its implementation. AP, Tbilisi

ECONOMIC WATCH

Italian wholesale prices up 1.3%

Italy

Wholesale prices, annual % change

+6.0

+4.0

+2.0

+0.0

-2.0

-4.0

-6.0

-8.0

-10.0

-12.0

-14.0

-16.0

-18.0

-20.0

-22.0

-24.0

-26.0

-28.0

-30.0

-32.0

-34.0

-36.0

-38.0

-40.0

-42.0

-44.0

-46.0

-48.0

-50.0

-52.0

-54.0

-56.0

-58.0

-60.0

-62.0

-64.0

-66.0

-68.0

-70.0

-72.0

-74.0

-76.0

-78.0

-80.0

-82.0

-84.0

Canada's claim over seized trawler 'without foundation', says Commission

Brussels rebuts fishing accusation

By Lionel Barber in Brussels,
David White in Madrid, and
Bernard Simon in Toronto

The fishing dispute between the European Union and Canada flared up again yesterday after Brussels dismissed as "without foundation" Canadian charges that the Spanish trawler *Estai* which it seized earlier this month had been hiding fish in a secret second hold.

The denial followed a second incident in the contested Grand Banks area off the coast of Newfoundland in which a Canadian vessel cut a fishing net from a Spanish trawler.

In New York, Mr Brian Tobin, Canada's minister of fisheries and oceans, said, in response to the Commission's remarks: "Both the substance and the tone of these comments will do nothing to resolve these problems."

Tensions remained high in the dis-

puted waters yesterday. Canada has sent another two armed patrol boats to the "nose" of the Grand Banks, bringing the total to six. About 14 Spanish trawlers are in the vicinity, which is just outside Canada's 200-mile fishing zone. In response to calls from Spanish fishermen, Madrid has stepped up its naval presence in the area to two patrol ships.

Yesterday, Mr Javier Solana, Spain's foreign minister, said he had protested "in a very energetic fashion" about the latest incidents to Mr David Wright, the Canadian ambassador in Madrid.

Spain would "not tolerate" any further seizures, Mr Solana added. He ruled out breaking off diplomatic relations for the time being.

Meanwhile, he said that Spain would this week present its case against Canada to the International Court of Justice in The Hague.

over the seizure of the trawler *Estai* in international waters. Diplomats and fishing experts from both the EU and Canada are trying to contain the dispute which centres on Canada's efforts to assert its authority to protect young fish stocks outside its 200-mile territorial limit, or areas which "straddle" the area.

The European Commission said British fisheries inspectors acting for the EU had failed to find the double hold when they boarded the *Estai* at its home port in Vigo, Spain, last Friday. It refuted allegations that the bulk of the Spanish catch had been undersized.

"The results of the inspection render null and void the accusations made by Canada," the Commission said.

Charges that the *Estai* was operating a second hold as well as a double log book were central to Canada's a

case for seizing the trawler which was fishing for black turbot in international waters off the coast of Newfoundland.

The Commission produced figures showing that 82 per cent of the catch were longer than 40cm, 15 per cent were 35cm and only 3 per cent less than 30cm. The total "by-catch" – fish caught by mistake – was less than 5 per cent. That is a normal figure," said a Brussels spokesman.

Mr Tobin, in New York attending yesterday's opening of a new round of negotiations aimed at concluding a United Nations-sponsored treaty to protect straddling and migratory fishing stocks, denounced the "ecological madness" of unrestricted fishing by foreign fleets.

Spanish fleets were "out of control, threatening vulnerable straddling stocks with commercial destruction," he said.



Canadian minister Brian Tobin: "Spanish fleets out of control."

Estai's boarding tantamount to piracy

A personal view by Mr Luis Atienza, Spanish minister of agriculture, fisheries and food

The Greenland halibut is a flatfish species. Deep-water fishing, at depths of 800-1,500 metres, was developed by Spanish fishermen with help from oceanographic institutes, following pressure on other fish species.

This is the first year that limits have been put on Greenland halibut catches. Although scientific studies recommended a 40,000-tonne ceiling, the Northwest Atlantic Fisheries Organisation fixed a total allowable catch of 27,000 tonnes, less than half the previous year's.

The problem arose when Canada assigned itself a quota increasing its potential catch by 300 per cent, while the EU's allowance meant a 90 per cent reduction.

The share-out was decided by six votes to five, with two abstentions, breaking with Nato's tradition of consensus. The EU has just one vote, the same as Estonia, Cuba, Poland or any of the other contracting parties. It hardly seems right to overrule the opinion of 15 countries which, although they have only one vote, outnumber

the rest of the contracting parties together.

As for Canada's conservationist claims, its 200-mile zone, containing 90 per cent of this fishing ground, has been under its exclusive management for 18 years but this does not appear to have done much good to the fish.

That a country which has exhausted its resources should set itself up as guardian of the 10 per cent outside its control is an absurdity. Spanish fishermen realise that good management means preserving fishing grounds, the only guarantee for the future.

The Canadian fishing industry has lost about 40,000 jobs in recent years and is now threatened by budget cuts. Canada's answer is to place the blame somewhere else, to find a foreign enemy it can hold responsible for all its problems, even though that country has nothing to do with them.

St John's, Newfoundland, where the *Estai* was impounded, was founded by Spanish fishermen almost 400 years ago and named San Juan de Pasajes after a Basque fish-

ing town. It continued to be used by Spanish fishermen until they were excluded from the zone.

It seems a hit much, 18 years later, to accuse them of finishing off the fishing grounds. EU vessels cannot now enter port even for humanitarian reasons.

Some months ago the *Estai* was unable to disembark a crew member who had suffered a heart attack.

As for the supposed inspections and the nets the captors say were found aboard the *Estai*, Canada's procedures are not admissible.

There are Nato rules for inspections, and Canada could legitimately have examined the holds and the nets. But it preferred to board the vessel in international waters, using armed intimidation, and then confiscate it. Neither international law nor public opinion can recognise an inspection carried out in these circumstances.

This same vessel underwent nine Nato, Canadian and EU inspections in 1994, with only one minor infringement. There is no established minimum size

for Greenland halibut. One can hardly be accused of breaking a nonexistent rule.

Canada now appears uninterested in resolving the problem within Nato.

Meanwhile its patrol vessels continue to harass EU trawlers and endanger fishermen's lives. Its attitude is hard to understand.

We certainly have a problem, and we have to solve it.

Spain is ready to discuss reducing its catch, if necessary, to conserve stocks, and stepping up inspections if Nato wishes.

But first, international legality must be restored.

Canada must formally announce that it will not apply its domestic law in international waters and to ships of another country's flag. It must return the bond money illegally demanded for the *Estai*'s release. And it must compensate the EU fleet for damage caused.

In that way, calm will return to the fishing waters. We are willing. Does anyone else want a solution?

A personal view of the issue by Mr Brian Tobin, Canada's minister of fisheries and oceans, was published in the Financial Times of March 17.

pal consultant with Analysys, a UK-based consultancy working with potential competitors to Deutsche Telekom in Germany said it was inevitable. "It would have been neither desirable nor politically possible to stop local initiatives like the Frankfurt development." Two weeks ago, Frankfurt city signed a deal with Metropolitan Fiber Systems of the US to provide an alternative network that in effect breached Deutsche Telekom's monopoly.

Some analysts questioned whether companies such as British Telecom, which has an

Most vexed issue is left unresolved, writes Alan Cane

alliance with the utility Viasat, and Cable & Wireless, which has linked up with Veba, would feel their efforts to secure a high place at the top table had been wasted.

Both companies, however, welcomed the German government's initiative pointing out the importance of a local ally in a large and complex market.

Mr Bötsch, normally the focus of outspoken attacks from a handful of German companies itching for a chance to compete with Deutsche Telekom, received some unexpected support as he unveiled the liberalisation plans.

Veba, the energy-based conglomerate which is potentially one of Telekom's biggest competitors, also plan to operate telecommunications networks – would have to make price submissions for access to their networks; these would have to be approved by a new regulatory body to supervise the telecoms industry.

The ministry said it was likely to insist on a price capping approach, similar to that it used to force Deutsche Telekom to reduce the cost of its calls over the next two years, so making access to the various German networks gradually cheaper.

There was some surprise among analysts at the extent of the liberalisation measures announced yesterday. Mr Stefan Stanislawski, a principal

Bonn telecoms measures fail to connect

The announcement yesterday by Mr Wolfgang Bötsch, German post and telecommunications minister, that the German telecommunications market would be open to all qualified competitors after liberalisation in 1998, fell short of addressing the most vexed question facing the industry – the interconnection regime after liberalisation.

Interconnection is the single most important issue involved in liberalising any telecoms monopoly. Interconnection defines the charges that competitors must pay the former monopolist – in this case, Deutsche Telekom – for the carriage of calls across any part of its network. Interconnection charges represent a high percentage of an operator's costs.

Until the interconnection regime has been defined, it will be difficult to predict how competitive the German market will be after 1998.

Mr Steven Pettit, managing director of the UK's Cable & Wireless Europe, and potentially an important competitor in the German market said: "The number of licences to be awarded is not the issue. It is the establishment of fair competition through a fair interconnection regime."

Yesterday, the German ministry said that Deutsche Telekom – and its potential competitors such as the utilities Veba and RWE, which also plan to operate telecommunications networks – would have to make price submissions for access to their networks; these would have to be approved by a new regulatory body to supervise the telecoms industry.

The ministry said it was likely to insist on a price capping approach, similar to that it used to force Deutsche Telekom to reduce the cost of its calls over the next two years, so making access to the various German networks gradually cheaper.

Veba pointed out however there could be trouble over Mr Bötsch's proposals for regional networks within Germany. He said that such networks would allow a larger number of smaller players to compete.

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NEWS: INTERNATIONAL

INTERNATIONAL NEWS DIGEST

Israel shipyards sale rejected

Israel's parliamentary finance committee yesterday voted against the sale of Israel Shipyards to a private group of investors, throwing doubts over the government's privatisation efforts.

Mr Yossi Nitzani, chairman of the government authority charged with carrying out the sale of state-owned companies, met Prime Minister Yitzhak Rabin and said he would recommend the immediate liquidation of the company which is already under temporary receivership.

The Knesset finance committee voted 6 to 4 against the privatisation amid violent opposition of workers at Israel Shipyards against the sale of the company to SKO Car, an Israeli investment company, for \$13.5m (£8.5m).

Analysts said the parliamentary decision marked the continuing power of organised labour to block privatisation and the growing sensitivity to workers' demands ahead of next year's elections.

They said the move could derail the Labour-led government's planned privatisation this year of El Al, the state-owned airline, and Zim, a large shipping company, in the face of workers' opposition. Julian Ozanne, Jerusalem

Child labour 'underestimated'

Estimates of 100-200 million child workers worldwide represent only a fraction of child labour, excluding millions engaged in exploitative rural and domestic work in developing countries according to Actionaid, the UK-based charity.

In a report published today, it claims that children working in rural and domestic environments probably constitute an "invisible majority" of child labourers, neglected by statistical research and current aid policy.

However Actionaid warns against blanket bans on child labour. It argues that aid organisations and governments should treat the child workers not as victims but rather as vital agents in household and local economies.

"It is no good just banning child labour with the immediate effect of plunging children and their families into worse poverty. We need to listen to children and come up with development models designed to alleviate poverty for the whole family," Ms Victoria Johnson, co-author of the report, said.

The problem is most severe in Africa, which accounts for more than 50 per cent of child labourers, according to the International Labour Organisation. However, Actionaid believes at least 15-20 per cent of children in Latin America and Asia are engaged in child labour. Krishna Guha, London

* Listening to Smaller Voices: Children in an Environment of Change. Published by Actionaid, Hamlyn House, Archway, London N19 5PG

Jordan oil company formed

Jordan said yesterday it had approved the creation of a \$29m (£18m) national oil company to intensify gas exploration and join foreign companies in renewed oil drilling across the country.

"The company's strategy will be to concentrate on raising our present output of natural gas for electricity generation," said Mr Samih Darwazah, energy and mineral resources minister. He said Jordan aimed to "double the capacity of current daily production of nearly 30m cubic feet of natural gas" from the north eastern Reishah area near the Iraqi border, the new company's main working site.

Rishah provides 18 per cent of total electricity generated in Jordan. Amman hopes raised output, helped by future gas imports from Egypt by 1998, will replace more costly fuel oil in power plants. Reuter, Amman

Fighter Winnie Mandela down but not out

Veteran populist will remain a force to be reckoned with, write Michael Holman and Roger Matthews

Mrs Winnie Mandela's sacking from the South African government yesterday contained all the elements of a successful soap opera - a combination of blighted romance, drama, and tragedy, which has been compelling fare for the nation.

Few believe, however, that President Nelson Mandela's decision to remove his estranged wife from her post as a deputy minister of arts, culture and science will bring the saga to an end. The same characteristics of fierce independence and

Irrespective of her personal standing, there is little doubt the causes she has skilfully espoused are real enough

dence, a sense of righteousness of her cause, and an inner conviction that she is destined to be cantrive stage, ensure that Mrs Mandela will remain a force to be reckoned with.

Assessing popular support for her has always been difficult. On the face of it, someone who has been convicted of assault and kidnapping, who is alleged to have misused public funds, and who earned a reputation for a Gucci lifestyle, would have a hard time winning the support of the disad-

vantaged and the dispossessed, let alone challenging the authority of a government.

Irrespective of Mrs Mandela's personal standing, however, there is little doubt that the causes she has skilfully espoused are real enough. These include everything from the provision of better healthcare to housing, and are accompanied by a simplistic and populist rhetoric which lays the blame for the slow pace of change on a weak government which is doing more to assuage white fears than meet black expectations.

Over the past few weeks barely a day has passed without the authority of the government being tested, from unruly black university students confronting what they see as a white male dominated elite to trade unionists pressing for higher wages, conceivably at the expense of more jobs, and undermining South Africa's competitiveness abroad.

Were Mrs Mandela a less resolute figure she would have been forced to retire from public life in 1991 when a court found her guilty of kidnapping. Yet she was allowed to contest the parliamentary elections last April and also won back the presidency of the African National Congress's Women's League either by dint of vigorous campaigning, as her supporters maintain, or by effectively intimidating or coercing delegates.

This helped to secure for her a deputy ministerial post, an appointment that also reflected Mr Mandela's unstinting admiration for her devotion during his 27 years in jail, and ANC hopes that her political energies could be better harnessed within the government rather than being allowed uninhibited expression on the outside.

It was a vain hope. Neither



The Mandelas the day after his release from more than 27 years in apartheid's prisons

nor concern for her husband's about substantial gifts of property from a business partner, and allegations about the misappropriation of public funds, in no way dampened Mrs Mandela's spirit.

The most public display of what sometimes appears to border on open contempt for the government came last month when she ignored a request by Mr Mandela not to

travel on an official trip to west Africa. And when Mrs Mandela returned she took her time before agreeing to meet Mr Thabo Mbeki, the deputy president, who was waiting to hear her explanation.

For one senior ANC official, who has a sneaking respect for Mrs Mandela and who himself often shares her populist line, these acts of defiance and her subsequent letter of apology, which she let everyone know had been dictated by the government, was nevertheless the last straw.

"It undermined the authority of the government," he said. "And once a government loses the respect of the electorate it can get into serious trouble."

It may well be that it was this, above all, that in the end obliged a clearly reluctant Mr Mandela to discuss his wife. For in the months to come, unless he demonstrates the smack of firm government, the combination of fractious students, militant trade unionists and the homeless, increasingly impatient about government's failure to deliver the million houses a year it has promised, Mr Mandela will find confidence in the ANC seriously undermined.

No-one is more aware of this than Mrs Mandela herself, and as the soap opera rolls on, those expecting a further instalment in the confrontation between the headstrong wife and the long suffering husband are unlikely to be disappointed.

Africa's co-operation sought on natural resources

By Mark Suzman in Johannesburg

President Nelson Mandela yesterday called on African countries to work together to gain the greatest benefits from the continent's oil and raw materials and promised South Africa's assistance for regional initiatives that would encourage this.

Speaking in Johannesburg at the opening of a conference on oil and minerals in sub-Saharan Africa, Mr Mandela said that the new political climate, particularly the advent of democratic government in South Africa provided an unprecedented opportunity for regional and pan-African co-operation in the

exploitation and processing of natural resources.

"Africa provides the bulk of the world's chrome, manganese, diamond, platinum, vanadium and gold, but it uses only a fraction of those commodities itself," he told 700 delegates from across the continent.

"Africa needs to reclaim its minerals by way of indigenisation, by developing our own institutions, by enabling the African entrepreneur to come to the fore."

Specifically, Mr Mandela called on African countries to embark on the mining and production of everyday commodities such as clay for bricks and ceramics and, more importantly,

to build capacity for materials that could be used for infrastructure development such as steel, aluminium and cement.

"Instead of importing these value-added products at a massive cost, using scarce foreign exchange, why not turn to our own indigenous resources enormous but still largely undeveloped?" he asked.

To help pursue this goal Mr Mandela promised that South Africa would be prepared to overlook short-term national interests that might arise from its comparative economic strength and share the country's considerable scientific expertise.

"History has conferred on South Africa some substantial advantages in mineral affairs and the associated scientific and technological fields," he said.

"We are committed to sharing these advantages with our neighbours and our continent on the basis of equality."

Also speaking at the conference, the managers of South Africa's two largest state-owned enterprises, transport company Transnet and electricity utility Eskom, both promised that their companies were prepared to embark on wide-ranging plans to develop regional infrastructure.

Mr John Maree, chairman of Eskom, said that his company had already started to export electricity to South Africa's neighbours and had developed plans for an electricity grid that would combine coal, gas, and hydro-electric schemes throughout the region.

Mr Anton Moolman, managing director of Transnet, said that even though South Africa currently benefited from the dilapidated state of its neighbours' transport networks by being the primary conduit for exports and imports to the region, he felt it was in the country's longer-term economic interest to help rebuild port and rail infrastructure elsewhere.

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NEWS: THE AMERICAS

US code for business abroad 'disappointing'

By George Graham
In Washington

White House officials yesterday outlined a voluntary code of conduct which they hope will stop US companies operating abroad from condoning human rights abuses such as the use of prisoner or child labour.

Negotiations have been under way for months between the administration, business groups and human rights organisations. The final code is deliberately vague on many areas.

It encourages companies to adopt fair employment practices, including the avoidance of child and forced labour, but it does not mention fair wages and has only a tangential reference to reasonable working hours.

Most large US businesses already try to avoid using child or forced labour in their manu-

facturing abroad, but they opposed tougher language on issues such as the right to organise trade unions or the obligation to pay a fair wage.

The effort to draft a model of behaviour for US companies sprang from President Bill Clinton's decision last year to abandon the yearly US review of China's most favoured nation trading privileges, with the associated assessment of whether China had improved its human rights record.

Mr Warren Christopher, US secretary of state, said the administration wanted to create a "worldwide standard for the conduct of American business", but the focus of the code has been very much on China and other fast-developing nations with poor human rights records in east Asia, such as Indonesia.

But human rights monitoring groups said that, after the administration's promises to abide by its terms,

Clinton offers more cuts

By Jurek Martin in Washington

President Bill Clinton yesterday unveiled another stage in his plan to cut the size of government by announcing reforms designed to save \$13bn (£8.2bn) and lose nearly 5,000 federal jobs over the next five years.

He also took the opportunity to attack some of the more draconian Republican anti-government plans embodied in the welfare reform bill passed by the House of Representatives last Friday.

"There are plenty of ways," he said, "to reduce the size and cost of the federal government without cutting off lunch for school kids or vital nutrition for infants and their mothers."

The latest rationalisation package is part of the effort to

"re-invent government", directed by Vice-President Al Gore. In December, the administration said it would achieve \$24bn savings over five years, partly to finance the president's proposed \$60bn middle-class tax cut.

The announcement yesterday principally covered the National Aeronautics and Space Administration, the Interior Department, the Small Business Administration and the Federal Emergency Management Agency which deals with natural disasters.

Mr Clinton also accepted a cheque for more than \$7bn from the Federal Communications Commission - the proceeds of the recent auction of wireless frequency licences.

The savings at Nasa, which employs about 21,000 directly

and has an annual budget of \$14.26bn, are to be achieved mostly by reform of contract and procurement procedures.

About 215,000 people work on the US space programme, mostly as private sector contractors and suppliers. Nasa has estimated this total could fall by 55,000, by the end of the century, without sacrificing goals.

The administration is pro-

posing that the National Parks Service, part of the interior department, turn over to the states management and upkeep of some highways.

The interior department would also abolish its Minerals Management Service as a separate entity, turning some functions over to the states and vesting others in the Bureau of Land Management.

Argentine banking safety net near

By David Pilling
in Buenos Aires

Argentina's central bank is

this week expected to release

a \$3bn-\$4bn (\$1.9bn-

£2.5bn) banking safety net,

aimed to stabilise the financial

system and reverse the capital

flight that began in reaction to

Mexico's recent devaluation.

Mr Roque Fernández, central

bank president, said his team

was "working against the

clock" on draft proposals

which "within a short time"

would be discussed with

domestic and foreign

associations.

The safety net, to be funded

largely by loans from the

World Bank and Inter-

American Development Bank,

is meant to restore public confi-

dence in a financial system

shaken this year by bank fail-

ures and suspensions.

Retired Lt-Cdr Adolfo

Scilingo has reopened a gue-

some chapter in Argentine his-

tory and his confession has

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Peronist government, which in

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The government of President

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A call by a federal court to

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as a dredging-up of long-forget-

ten events. With an unfortu-

nate choice of words, Mr

Duhalde said he wished the

issue "would disappear for

ever".

The government's unease

Disappeared but not forgotten

David Pilling finds Argentina's dirty past stirring present politics

The flights took place every Wednesday. Prisoners were drugged by military doctors and carried, sleeping, on to a naval aircraft. After take-off, doctors would administer a stronger sedative and – constrained by the letter, if not the spirit, of their Hippocratic oath – retire to the cockpit while the executions took place.

Prisoners were stripped naked and carried towards the rear door. They were then flung, alive, into the Atlantic Ocean. More than 3,000 of the 10,000 people who were "disappeared" by the military government during the 1976-83 civil conflict in Argentina, known as the Dirty War, were disposed of in this way.

Details of these macabre operations were published by the *Página/12* newspaper recently, in a confession by a former naval officer. He was the first member of the Argentine armed forces to break in public nearly 20 years of silence on the matter.

Retired Lt-Cdr Adolfo Scilingo has reopened a gruesome chapter in Argentine history and his confession has caused severe discomfort to the Peronist government, which in 1990 pardoned military officers for Dirty War activities.

The government of President Carlos Menem, who has gone

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The government's unease

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UN CONFERENCE ON CLIMATE CHANGE

Opposing theorists go into battle for the world

For some of the 1,000 delegates from almost 130 countries to the most important meeting on climate change since the 1992 Rio de Janeiro earth summit, it is a last-ditch chance to save the world from further degradation – and perhaps worse – at human hands. For others, the conference that begins today in Berlin's starship-like International Congress Centre and continues over the next week and a half is the final barricade behind which to defend economic development, and even national livelihood, from the threat of new international commitments based on uncertain science.

The meeting, officially called the first Conference of the Parties to the UN Framework Convention on Climate Change, could be a stormy affair against such a background. It has been called to assess, and possibly build on, the agreement reached in Rio between industrialised countries to take action to reduce the risk of climate change.

The Rio wording was deliberately vague to allow the maximum consensus, notably among sceptics such as the US. But for most observers, the Rio accord contained a commitment to cut emissions of

"greenhouse gases", such as carbon dioxide, to 1990 levels by 2000.

Such gases form a vital blanket around the earth, causing heat to be retained. But increasing emissions have raised the danger that the blanket could grow thicker, having a severe impact on climate.

Hence the understanding in Rio that western industrialised countries and the former Communist states of eastern Europe and the Soviet Union (collectively called Annex I countries in the jargon), would try to cut their rising greenhouse gas emissions.

For environmentalists and some green-minded governments, that was just a preliminary step. The Berlin conference, by contrast, represents the chance to assess progress, examine new scientific evidence and go further.

That involves extending the commitment to more countries – especially the rapidly industrialising states of south-east Asia and South America. Moreover, some deal should be reached for the period after 2000, ideally in the form of a protocol, which will set out targets and a timetable for implementation.

Not everyone shares that enthusiasm. Many newly industrialising nations are loath to accept ceilings on emissions when national growth is booming. And for members of the

Organisation of Petroleum Exporting Countries, which depend on exports of fossil fuels for their revenues, cuts in emissions of CO₂ – the main by-product of burning oil and gas – are anathema.

Bridging such a yawning gap is the task before negotiators over the next 10 days. Given the intractability of the problem, many expect the hardest bargaining to be postponed until next week, when civil servants give way to ministers for the final three days until the conference winds up on April 7.

But the drama could begin today. One of the first points on the agenda involves the "rules of procedure" to be followed. Although normally a diplomatic formality, recent environmental gatherings on touchy issues such as whaling have shown that bargaining over procedure can be as significant as the issue itself and an indicator of how matters will end.

If delegates demand unanimity for decision-making, that will leave the door open for hostile, or even sceptical, states to block progress. "All it will take is one veto and the whole thing will grind to a halt," says one prominent environmentalist. Some fear oil producers such as Kuwait and Saudi Arabia will insist on just that.

But assuming discreet interna-

tional pressure is enough to avoid blocking tactics, the conference is still strewn with booby traps. Most lie within the divisions between even apparently homogenous international positions.

The Annex I countries are broadly agreed that the world's climate is changing and action is needed. But scratch a little further and divisions emerge. Within the industrialised countries of the Organisation for Economic Co-operation and Development there is a rift between the European Union, which has made a collective commitment to cut CO₂ by 2000, and the views of the US, Canada and Australia.

The US position is crucial. The country's huge oil and gas industry, combined with the political weight of Detroit, the car-making capital, has made Washington reluctant to endorse strict commitments on cutting emissions. The language adopted in Rio was a masterpiece of diplomatic double-talk to allow President George Bush to sign a document without fearing a domestic political backlash.

Although President Bill Clinton's political agenda is appreciably more

interventionist on the environment, the domestic environmental bandwagon has slowed and Mr Clinton faces a Republican-controlled Congress.

So the US will remain extremely wary of putting its name to anything containing specific targets or timetables.

The EU, meanwhile, betrays a patchwork of national positions. Spain, Portugal, Greece and Ireland have resisted individual commitments to cut greenhouse gases because that would stifle economic growth.

By contrast, the Germans are particularly exposed in Berlin. As host nation, Germany is expected to take a leading position, reinforced by the strength of its domestic ecological lobby.

But the government is acutely aware of the obstacles to progress. Mrs Angela Merkel, the environment minister, has tried to steer away from the evangelical environmentalism of Dr Klaus Töpfer, her high-profile predecessor, and a practical sense of the possible in Berlin. Of all the participants, the Germans have most to lose from a flop on their home ground.

The developing world is also split. While the oil producers oppose further action, some big developing countries are more agnostic – albeit

with a slant towards inaction. China and India, for example, argue it threatens their sovereignty. Others ask why their growth should be constrained to let the developed world off the hook.

Most say that, rather than paying for reduced emissions in the developing world, industrialised states should concentrate on transferring the latest technology and know-how, as well as the financial resources required, to their poorer neighbours.

With such a formidable range of difficulties, it is no wonder many are cynical about what Berlin will achieve. Most observers

have long discounted the possibility of agreeing a new protocol or on extending cuts in greenhouse gases beyond 2000. Rather, the measure of success will be whether Mrs Merkel manages to secure accord on a process of further negotiations aimed at reaching agreement on a new protocol by the next big international climate change conference in 1997. And even that is not a foregone conclusion.

Haig Simonian

Case for action strengthens as signs point to global warming

The scientific case for action against global warming has two parts. There is an undisputed theoretical foundation – that fossil fuels are being converted into carbon dioxide, a "greenhouse gas" that traps solar heat in the atmosphere – supported by a controversial body of evidence about the extent to which the world is heating up.

No one has yet been able to prove that human activities are making the world warmer, because the climate is subject to so many natural fluctuations. However, the weight of evidence supporting such a link grows stronger every year.

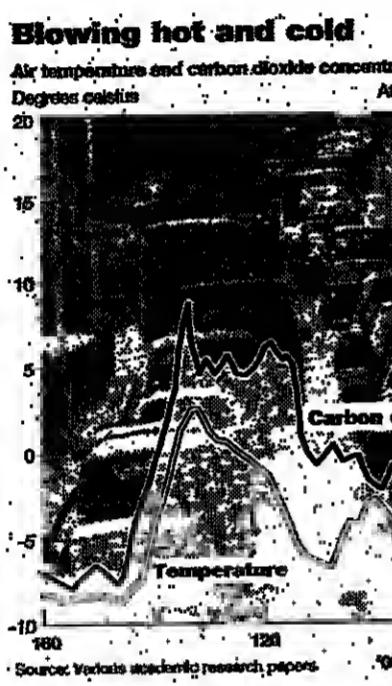
Few climatologists have any sympathy with "greenlash" commentators, who they say make too much of the scientific uncertainties and suggest that environmentalists have exaggerated the dangers of the greenhouse effect.

The average global temperature has risen by about 0.5 degrees C this century. (The increase has not been steady; it took place in two main bursts, first between 1920 and 1940 and then between 1975 and 1990.)

Scientists at the Hadley Centre, a climate research institute run by the UK Meteorological Office, say the observed trend in global temperatures since 1980 matches what they would expect from the greenhouse theory.

The warming, caused by an increase in atmospheric CO₂ concentration from 280 parts per million to 360 ppm, has been partly counteracted by a cooling effect of industrial pollution. The latter is caused by sulphate particles which reflect some of the sun's heat back into space. (Large volcanic eruptions such as that of Mount Pinatubo in 1991 can cause temporary cooling in the same way.)

Computer models of the



Source: Vostok ice-drill research papers

atmosphere and oceans, run at the Hadley Centre and other climate research institutes, suggest that global temperatures will rise between 1.5C and 4.5C over the next century unless the world agrees on drastic action to curb CO₂ output.

Warming on that scale would have a devastating effect on the natural biological balance and on human life in some parts of the world.

Most dramatic would be the rise in sea level. According to the recent measurements by satellite, average sea level is creeping up by 3 millimetres a year. Within a century this could submerge some low-lying islands and cause severe periodic flooding in population centres such as Bangladesh, the Nile delta and the Netherlands.

The pattern over the past century has been for the polar and sub-polar regions to warm up most rapidly. The great belt of northern coniferous forests across Siberia, Alaska and Canada is 2C warmer than 100 years ago – and the spruce and pine trees are beginning to suffer stress through increased infestation by pests and loss of moisture.

Global warming is expected to have a very uneven meteorological impact around the world, as circulation patterns in the atmosphere and oceans change.

Some places may even become cooler, at least temporarily, while others become much hotter. Some will become wetter and more stormy, others drier. But climatologists do not yet have a clear idea of the likely regional changes.

The coastal regions of Antarctica warmed up by 2.5C over the past 50 years, according to the British Antarctic Survey. Three large ice shelves have disintegrated recently and this year, for the first time in recorded history, James Ross Island is not connected by ice to the Antarctic peninsula.

"Looking out of the aircraft window I was utterly amazed to see the dramatic and very recent changes to the Larsen ice shelf," said Dr Mike Thomas, BAS chief geologist. "In 25 years of Antarctic field work I have seen nothing like it."

Many scientists are hoping that governments will take action to restrain CO₂ output before such dramatic changes are seen in more populated parts of the world.

Clive Cookson

Free transport and pedal power

The conference is taking place at Berlin's massive International Conference Centre which resembles a space ship and flanks an urban motorway alongside Berlin's big trade fair.

The first seven days will involve civil servants; their political masters take over the baton for the final three days, with Germany's Chancellor Helmut Kohl opening the ministerial level proceedings on April 5.

About 166 nations have signed the UN Framework Convention on Climate Change. But voting will be restricted to the 117 that have ratified the document (118 including the European Union, which counts as a state in its own right). In addition, another eight delegations will attend as non-voters and a large number of nations will be present as observers. The UN reckons there will be about 1,000 delegates in all, matched by an equal number of representatives from non-governmental lobbies such as Greenpeace. And a conference wouldn't be a conference without Germany's former – and future – capital is infamous for its alternatives (left-wing radicals). At the World Bank/IMF meetings in 1988, the alternatives were particularly active in demonstrating their antipathy to the leading representatives of the world's capitalist community. Although not all are in time with the Green movement, they are expected to be much more accommodating this time.

A variety of fringe events are expected, including illuminating meetings such as "The effects of climate change policy on indigenous peoples" and "The Churches and Climate Protection".

Probably the most entertaining will be the "car-free Sunday" planned for April 2, which will feature the world's biggest bicycle gathering with an estimated 100,000 participants.

The bulk of the cost will be met by the German government and the Berlin city authorities, although participants will pay most of their own bills. But in a small gesture to save on fossil fuels, the Berlin regional transport authority has decided to let delegates use the city's excellent public transport system free during the gathering.

Veterans of Rio will have to forsake the chance of going to the beach in quiet moments. Berlin may be a cultural paradise, but so far the weather has proved every bit as fickle as is to be expected at a climate change conference, with radiant sunshine on Sunday followed by heavy snow yesterday.

of the problem. The latest evidence makes even more imminent the damage done by global warming," he says.

He denies his stand has left Britain out on a limb.

"The European Union position is not closed,

and I thought it right to

raise its head above the parapet in Berlin.

Mr Paola Baratta, the erudite ex-banker who is now environment and public works minister, stresses the importance of at least agreeing to propose a protocol for further greenhouse gas reductions by the next international climate conference in 1997.

The new arrangement could thus "enter into force immedi-

ately after the year 2000," he says.

Italy's main influence may

be in helping to persuade

developing countries that they

must share the burden of

reducing greenhouse gas emissions.

"If nothing changes,

global CO₂ emissions will be

twice as much as they are

now, although the developed

countries will have stabilised

their own outputs," he says.

"Obviously, we don't want

to prevent economic growth

in developing countries. But we

have to take common decisions

based on common rules

for our common future."

Mr Baratta is fairly confi-

dent Italy will be able to meet

its own CO₂ reduction target.

According to the country's for-

mal submission to the UN in

January, Italy had already

achieved almost 85 per cent of

its CO₂ reduction goal. He also

notes that Italy's rate of 7.2

tonnes of CO₂ emissions per

head compares with an OECD

average of 12.1 tonnes a head

and is the lowest of all the

OECD members.

As in the UK, the bulk of

CO₂ fall has come in the

energy sector.

GENERAL PROCUREMENT NOTICE

PROCUREMENT OF PRODUCTS AND SERVICES UNDER JAPANESE GRANT AID FOR ECONOMIC STRUCTURAL ADJUSTMENT OF MONGOLIA

The Government of Mongolia has received a Grant Aid of 1 billion Japanese Yen from the Government of Japan to purchase products and services incidental to such products for public bodies and private sector companies of Mongolia.

Categories of products are:

- Petroleum Products
- Bitumen
- Medicament
- Veterinary Medicaments
- Electrical wires and cable
- Machinery/Spare parts

Eligible source countries are all countries and areas except Mongolia.

Firms or companies who are interested in supplying product(s) as mentioned above should submit to JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS) the following information as soon as possible: Name and address of firms or companies, name(s) of person(s) in charge, telephone and facsimile number. This information is acceptable BY FACSIMILE ONLY. By return, JICS will send a FORM OF APPLICATION by facsimile, which is to be filled out and sent back with the required documents (e.g. annual report) by registered mail, international courier service, etc. Only firm or companies who submit the FORM OF APPLICATION prior to pre-qualification (P/Q) will be registered. P/Q for each procurement will be held one by one in accordance with the contents of submitted FORM OF APPLICATION and will commence after 3 weeks from this publication as soon as necessary preparation is arranged. Criteria of P/Q shall be determined by each procurement and shall depend on procurement conditions such as the item's nature, scale, delivery period, etc.

It should be noted, however, that JICS is not committed to contact ALL firms or companies expressing interest after receiving the above mentioned form.

Invitations to tender to qualified firms or companies will be issued at a later date.

Procurement Office for Non-Project Grant Aid,

Grant Aid Management Dept.,

JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS)

P.O. Box No. 301

6th floor, Shinjuku Mitsui Bldg.

1-1, Nishi-Shinjuku 2-chome, Shinjuku-ku, Tokyo 163-04, JAPAN

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NEWS: WORLD TRADE

New cash for Pergau project 'unlikely'

By Kieran Cooke
in Kuala Lumpur

The Malaysian government is unlikely to agree to a claim by a British-led consortium for an additional M\$160m (\$60m) for construction work on the controversial Pergau dam project.

According to the government, Kerjaya Balfour Beatty Cementation, the British dominated consortium carrying out the bulk of the work on the M\$800m dam, made the request for extra payment due to "unseen difficulties" that had arisen in the project, including the construction and reinforcing of multiple underground tunnels at the dam site.

Mr Anwar Ibrahim, the deputy prime minister and finance minister, said that while it was normal for contractors to ask for some additional funds to complete projects, the amount requested by the Balfour Beatty consortium was far in excess of the payment ceiling stipulated in the original contract.

Mr Anwar said agreeing to the consortium's request would set a dangerous precedent.

"Negotiations may go on but it will be very tough for the Treasury to accede to such a request," said Mr Anwar.

The Pergau project has been at the centre of a row concerning British aid and trade policy. Last year the British government was forced to admit that there was a "temporary entanglement" between a £223m soft loan for Pergau and a £1bn sale of British arms for Malaysia.

Several senior UK aid officials had been opposed to the Pergau loan, calling it "a waste of taxpayers' money."

UK development aid campaigners successfully fought a legal battle last November to have the aid for Pergau declared illegal.

Subsequently the UK government said it would stand by its financial accord with Malaysia and fund the soft loan out of other sources.

Investors head for Kazakhstan

By Frances Williams in Geneva

Energy-rich Kazakhstan and Russia have become the most favoured destinations for long-term foreign investment projects among eastern European and former Soviet economies, according to a United Nations study.

However Hungary and Poland continue to pull in the largest amounts of near-term investment.

Statistics compiled by the UN Economic Commission for Europe show that, taken over the lifespan of the projects, Kazakhstan accounted for 38 per cent of total foreign investment commitments in the region by the end of 1994.

Russia came next with 31 per cent and third was Hungary with just 8 per cent of the total.

The figures refer to investment projects worth at least \$10m, some of which may have lifespans as long as 25-40 years.

At the end of 1994 the total amount of committed foreign investment was \$117.6bn, covering 215 such projects in eastern Europe and the former Soviet Union.

Kazakhstan and Russia together account for more than half of this, mainly for oil and gas exploration and development.

This also helps explain the predominance of US-based companies in long-term invest-

ment in the region, accounting for more than half the total funds so far committed.

Hungary, Poland top near-term investment

Turkey is the second biggest foreign investor with 13 per cent, while western Europe has a combined share of about a third.

Initial investment funds to be spent within the first four years of a project's life, shows a different pattern, the ECE points out.

Hungary, consistently the

most successful country in the region in attracting foreign direct investment (FDI), accounted for 27 per cent of total initial investment of \$17.2bn at the end of last year.

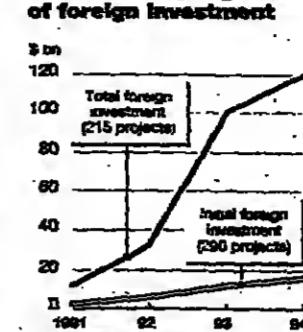
Poland ranked second with 24 per cent, followed by Russia (15 per cent), Kazakhstan (14 per cent) and the Czech Republic (8 per cent).

Western European firms accounted for 43 per cent of the total funds to be spent in the first four years, with American companies putting up about a third.

Japan's share of investment funds was less than 1 per cent at the end of 1994.

• *East-West Investment News, Spring 1995, available from UN Publications, CH-1211 Geneva 10, fax +41 22 917 0027, \$30 for four quarterly issues.*

Eastern Europe: growth of foreign investment



Source: UN/ECE Secretariat

WORLD TRADE NEWS DIGEST

US and Japan open car talks

The US and Japan yesterday resumed talks on opening the Japanese market for vehicle and vehicle parts to greater foreign competition. This sector accounts for more than half of the US trade deficit with Japan. US negotiators called a halt to earlier rounds of talks last month, citing wide differences. Mr Jeffrey Garten, US undersecretary of commerce for international trade, appeared cautiously optimistic that progress could now be resumed in the 18-month old negotiation. Both sides recognised that "we need to move very quickly to conclude these negotiations," said Mr Garten.

Mr Garten said Japan had accepted the principle of historical objective indicators - but not targets - to monitor the progress of an accord, but there was no agreement on what statistics to use. It was difficult to conceive of a plan without numbers, he said. William Daubkins, Tokyo

Philippines telecom venture

Nippon Telegraph and Telephone Corporation, the Japanese telecos group, will invest \$123m in a joint venture with a Philippine company, Smart Communications. The tie-up, which follows legislation to liberalise the Philippine telecoms sector, would enable Smart to install 700,000 telephone land lines in the company's franchise areas.

Smart Communications, which is partly owned by Metro Pacific, the Philippine subsidiary of First Pacific, is expected to benefit from NTT's technical manpower skills and fixed wire technology. The first phase of the installation programme will be completed by December. The recent law requires the eight companies which have won licenses to install new lines in mixed franchise areas consisting of one lucrative and one economically backward region. The government says this is the best way of ensuring that widespread social benefits will result from the opening up of the telecoms sector. Edward Luce, Manila

■ LA Rumbold, the aircraft lavatory manufacturing subsidiary of BSG International, the UK components and vehicle dealing group, has won a \$75m contract to supply all the lavatory modules for Boeing's next generation of 757 aircraft, scheduled for service in 1997. Paul Cheeseright, Midlands Correspondent

■ GEC Alsthom, the Anglo-French power engineering group, is setting up a joint venture, Tianjin GEC Alsthom Hydropower, to make hydroelectric turbines and generators in China. The new company, based at Tianjin, will be 51 per cent owned by GEC Alsthom and 49 per cent by the Tianjin Power Equipment Factory. Andrew Baxter, London

■ Eurokraft, a consortium of 22 Norwegian hydroelectric producers, yesterday announced a \$710m deal with RWE Energy, a unit of RWE, the German industrial group, and utility Hamburg Elektrizitätswerke to build a power transmission cable between Norway and Germany. RWE Energy and HEW established a 50/50 joint venture called EST Eurostrom which, in turn, formed Eurokraft with Statnett, the Norwegian grid operator. Eurokraft will manage the construction and operation of the 600 MW cable between the two countries and the required converter stations. Karen Fossli, Oslo

■ A Danish-Lithuanian consortium was yesterday awarded a licence to produce oil from a 1,000 sq km area of Lithuania south of the port of Klaipeda. The Lithuanian partner in the consortium is the state oil group Naftos Geologijos Inomai

(NGI). The Danish consortium is headed by Dansk Olie og Naturgas, the state oil and gas group, which will be operator for the 50:50 Lithuanian venture. Total reserves in the area are estimated to be about 16m barrels. Hilary Barnes, Copenhagen

GM to expand activities in Hungary

By Kevin Done in Budapest

General Motors of the US, the world's biggest vehicle maker, is to invest DM257m (\$182m) in Hungary to double the capacity of its engine plant to 360,000 units a year.

GM is also planning to build a new factory to manufacture engine cylinder heads at its plant at Szentgotthard in western Hungary, raising its total investment in the country to nearly DM700m.

GM began production of engines and low-volume car assembly in Hungary in 1992.

It has also built a 150,000-units-a-year car plant at Eisenach in eastern Germany, and late last year began low-volume car assembly in Poland in a joint venture with FSO, the Polish state-owned carmaker.

The group is considering further expansion in Poland.

"If we are going to add assembly capacity, east Europe ranks very high on the list of consideration," said Mr Richard Donnelly, president of General Motors Europe.

Labour costs were still about one eighth of the level of Germany, the highest cost location in Europe, where GM still has the main concentration of its European operations, said Mr Ernst Hofmann, managing director of Opel Hungary.

GM was seeking to increase its investment in eastern Europe to develop lower cost sources for the supply of components, to diversify its manufacturing locations and to meet growing local demand, said Mr Donnelly.

GM was the first vehicle maker to produce cars in Hungary and last year

it led the market with a share of 22.3 per cent. The overall market rose by 22.2 per cent to 91,353 vehicles in 1994. Sales were still well below the 1990 level of 146,000 vehicles, and there are fears that recently announced tax increases could hit demand this year.

Last year GM produced 150,000 engines and 12,200 cars (the Opel/Vauxhall Astras small family car) at the Szentgotthard plant.

Mr Ernst Hofmann, managing director of GM Hungary, said that capacity to produce 460,000 engines and cylinder heads a year - with the plant working round-the-clock on three shifts a day - should be completed by late 1996.

The additional investment will add 220 new jobs raising the total workforce at the Szentgotthard plant to 850.

The US vehicle maker began its project in Hungary as a joint venture with

Raba in which the Hungarian engineering group held a 35 per cent stake. However GM said yesterday that it had recently acquired the outstanding stake held by Raba, however, and had taken over 100 per cent ownership of Opel Hungary.

Mr Donnelly said the Szentgotthard plant had played a "pioneering role" for GM in central and eastern Europe and formed the biggest inward investment by a vehicle maker in Hungary.

Separately Suzuki, the Japanese carmaker, is developing a 50,000-units-a-year car assembly plant at Esztergom, while Audi, the executive car division of the Volkswagen group of Germany, has built an engine plant at Györ.

Audi is planning to invest DM700m in the Györ plant by 1998/99 to establish capacity to produce 2,000 engines a day.

Belize irked by US over banana regime

By Nancy Dunne
in Washington

Mr Manuel Esquivel, the prime minister of Belize, yesterday warned of political unrest in the Caribbean and immigration risks for the US as a result of US trade complaints against the EU banana import regime.

He said the turmoil and strikes in St Lucia arose from uncertainty over the EU banana regime.

Mr Esquivel was in Washington yesterday to meet US

trade officials and to reiterate that the Caribbean needs to maintain its current 10 per cent share of the EU market.

Prime minister Esquivel warns of political unrest in the Caribbean

The EU banana regime allows the higher priced Caribbean bananas to be competitive in Europe.

Mr Esquivel said he had been assured by Mr Mickey Kantor, US trade representative, at the Summit of the Americas last year, that the US understands the importance of EU preferences.

In December, the US and other members of the General Agreement on Tariffs and Trade agreed to extend the waiver for the Lomé Convention, under which the banana regime is established, to the World Trade Organisation.

Early this month, Common Cause, the citizen lobby group, released a report showing contributions of \$580,000 from Mr Carl Lindner, the owner of Chiquita which produces bananas in Latin America, and related businesses to both the Democratic and Republican parties and to the political action committee established by Mr Newt Gingrich, the House speaker.

The report says pressure was brought to bear by senators and congressmen of both parties on Mr Kantor to pursue Chiquita's complaints of quotas and high tariffs by the

EU on banana imports.

According to the report, Republican and Democratic leaders wrote to the Clinton Administration urging "immediate retaliation hearings against the EU proportionate to the enormous US harm" already caused by the EU banana regime.

The case is unusual because Chiquita has almost no production in the US and retaliation under Section 301 of US trade law, Section 301 is requires the demonstration of injury to US consumers.

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NEWS: UK

British unions attack government's support for 'cowboy's charter'

Deadlock in EU labour plan

By Caroline Southey in Brussels and Lisa Wood in London

Britain's trade unions yesterday accused the government of supporting a "cowboys' charter for Europe's worst bosses" after Mr Michael Portillo, employment secretary, helped to block European Union agreement on common rules for companies employing workers from other member states.

The proposals, which collapsed amid deadlock after more than five hours discussion by employment ministers in Brussels, would have required EU companies to

apply host country wages and conditions when employing workers from another EU country.

The collapse of the plan is a setback for the European Commission, which has campaigned for common employment standards for posted workers since 1991. Mr Michel Giraud, the French employment minister, said the council would address the issue again at the next meeting due at the end of June.

Mr John Monks, secretary general of the Trade Union Congress, said he was disappointed. "Mr Portillo is supporting a cowboys' charter for Europe's worst bosses. British

interests would be best served by supporting this directive and workers from another EU country," he said.

However, the deadlock was welcomed by UK employers.

"The lack of consensus among the ministers underlines the fact that the proposal has little merit and should be abandoned,"

said Mr Howard Davies, director general of the CBI.

Mr Portillo said the UK had opposed the directive because "we believe in the free movement of goods, services, capital and people."

The most divisive issue was whether local employment terms should apply from day

Britain's cities 'lagging Europe'

By Stewart Derby

British cities are 20 years behind parts of Europe in making cities more environmentally friendly and better places to live, according to Transport 2000, an environmental pressure group.

By diverting funds currently spent on road building to cycle paths, park and ride schemes and improving rail and metro schemes, the quality of life in British cities could be radically improved, a survey in Transport 2000's magazine Transport Report claimed yesterday.

Ms Lynn Sloman, assistant director of Transport 2000, said yesterday: "British cities are polluted, noisy, dangerous and car dominated; yet they could be thriving, people friendly places."

Cities like Groningen, the Netherlands, have been investing in facilities for cyclists and improving public transport. The same thing has happened right across Europe - in Switzerland, Denmark, Germany."

Ms Sloman says in Munich, for example the establishment of safe cycle routes has increased cycling from 7 per cent of all journeys to 15 per cent.

She adds that in Zurich car commuting has fallen by 6 per cent while public transport has risen by 9 per cent.

Transport 2000 estimates that if £200m a year were spent in British cities over the next decade on building safe cycle paths the number of cycle journeys could rise to over 10 per cent with a commensurate decline in car journeys.

At the moment only 3 per cent of all journeys in British cities are by bicycle. Park and ride schemes and metro systems can also cut congestion. The Manchester rail metro has cut car journeys by 10 per cent since it started two years ago.

The CBI has estimated that the costs of congestion to industry in British cities amounts to £15bn a year.

Ms Sloman concedes that local authorities are increasingly strapped for cash for environmental purposes and says that funding should come from central government.

She says: "Some £3bn is spent by the government and local authorities on road building each year. Some of this should be diverted to improving cities."

Meanwhile, Mr Howard Davies, director-general of the Confederation of British Industry, has said holidaymakers must be persuaded not to vote with their feet and not spend money abroad rather than in Britain.

Police 'trauma' case under scrutiny

By Simon Kuper and Ralph Atkins

The case of four police officers claiming compensation for the trauma suffered after the 1989 disaster at the Hillsborough football stadium was yesterday being watched closely for repercussions on other British public sector employees and the insurance industry.

The police officers are claiming compensation from the chief constable of South Yorkshire police, Sheffield Wednesday football club, and the club's engineers. Each officer is reportedly seeking up to £250,000 (\$397,500).

The High Court's decision on their claims will determine 19 other outstanding cases. If the four win compensation, it may lead to further claims from members of the emergency services and the armed forces, who allegedly suffered post-traumatic stress disorder.

A liquid story of the prince and the product

Michael Cassell on how charity is set to benefit from a royal endorsement

account for about a third of the \$1.5bn annual sales.

According to Mr Michael Cornish, a former Volkswagen marketing man who is managing director of Duchy Originals: "We do not envisage becoming a Unilever or a Northern Foods but it would be very nice if in five years time we could be delivering £1m a year to charity and also generating some new jobs."

"We have been delighted with sales but you cannot build a company on two biscuits or create the type of long-term annuity stream which we want to pass on to charities."

He added: "There are no artificial restraints being placed on the company. It is a stand-alone business with the right to grow and to continue to develop and deliver at home and abroad quality products which are agriculturally based."

Now, after two years of research and development by IDV, the drinks division of Grand Metropolitan, the company has signed an agreement with Coca Cola & Schweppes Beverages for the production and distribution of two sparkling, herb and fruit drinks billed as "a sophisticated alternative to alcohol". The ingredients are provided by selected English growers, including

royal estate and Duchy of Cornwall farms.

Sales of Duchy No 1 and No 2, to be marketed as elegantly packaged, premium-priced, environmentally sound products, are projected at £2.25m this year. An initial 100,000 cases annually will have minimal impact in UK market sector worth £500m a year, but plans are in hand to tackle export markets. Duchy Original biscuits are already on sale around the world.

The drinks launch is seen as a significant step up for the company, which Mr Cornish says is running a year ahead of its original business plan. It is expected to break even next year before moving into profit.

The small group of private investors - which included the prince - who shared his philosophy and helped fund the Duchy Originals start-up can then look forward to being repaid while charities can expect to start to benefit from donations made via the Prince of Wales's Charities Trust.

The prince remains closely involved with the development of products and packaging and has the ultimate say on what is acceptable. He is also lending a hand in other ways. A keen watercolour artist, one of his landscape paintings is being used in the marketing campaign to enlist stockists for a drinks product dubbed "the natural choice". More than 50 UK stockists will start selling the drinks from today.

Mr Cornish said: "There are not many brands on the market with 650 years of history behind them." But he added: "You still have to get the product right."

London 'delaying Ulster peace' claims Sinn Féin

By Kevin Brown in London and John Murray Brown in Dublin

As British prime minister John Major prepares for his visit to the US this coming weekend, Sinn Féin, the political arm of the IRA, has accused the UK government of delaying the Northern Ireland peace process amid growing confusion about the timetable for direct talks with ministers.

On the eve of a meeting today with Mr John Bruton, Irish prime minister, Mr Gerry Adams, Sinn Féin president, said the government was "bogging down the peace process" by insisting on progress towards decommissioning of terrorist arms.

In another significant intervention, Mr Martin McGuinness, a senior Sinn Féin strategist, said he hoped the party would meet a British minister for talks before Mr Major leaves for Washington.

Such a timetable would avoid the potentially embarrassing charge from Unionists that talks beginning after the trip had been influenced by US pressure. It would also help to prevent undue concentration on the issue during the trip.

But Mr Major is unlikely to give the go-ahead for talks before clearing the ground with senior cabinet colleagues, which could take a few days.

Mr Adams said he would be seeking Mr Bruton's support to "move the British to their totally undemocratic ban" on ministerial contact with Sinn Féin.

Signs are emerging, however, that Irish patience with Sinn Féin is fading. There is a growing feeling in Dublin that the republican leadership should match London's efforts to show goodwill by pulling out troops and ending routine army patrols in most areas.

normally be regarded as part of their everyday activities."

But the future level of claims for post-traumatic stress disorder is likely to be determined as much by the incidence of horrific disasters as by the latest court case.

More worrying for the insurance industry would be if the Hillsborough case led to a heightening of awareness among employees that damages can be claimed for stress-related injuries generally - not just for post-traumatic stress disorder. Such a trend might have been encouraged by a case in Northumberland last November when a social worker successfully sued his employer for negligence after claiming his workload damaged his health.

So far, stress related claims hardly figure on insurers' lists of concerns. Asbestos, repetitive strain injury and the rising level of legal damages awards

generally are blamed far more for recent rises in the cost of employers' liability and other liability insurance policies.

That may change. Claims for workplace stress-related claims are likely to depend on establishing that employers ignored warning signs about employees' conditions. But Mr David Rogers, head of the personal injury department at lawyers Davies Arnold Cooper, said: "Unless employers take steps in the next few years then, yes, these claims will start to rise."

The threat of rising claims need not necessarily mean higher insurance premiums - at least for responsible employers.

As Mr David Thomas, liability insurance expert at Willis Corroon, the insurance broker, said: "We will start to see insurers discriminate more efficiently between companies with good health and safety practices and those with less good practices."

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TECHNOLOGY



Radiation kills - and cures. Daniel Green and Clive Cookson continue a series on cancer research by looking at radiotherapy and the use of antibodies as magic bullets

IN THIS SERIES:

NOVEMBER 29

Introduction.
The growing toll of cancer worldwide. Why the disease is responding better to treatment in the young. The worldwide market for cancer drugs. Who is spending what on research.

DECEMBER 13

Causes and prevention. Smoking. Diet and food supplements. Sunshine and skin cancer. Chemicals and other environmental causes. Vaccines against cancer-causing viruses. Antibiotics to prevent stomach cancer.

JANUARY 24

Diagnosis and screening. Genetic susceptibility. Scans. Identifying cancer markers in the blood. Politics and economics of screening.

FEBRUARY 28

Chemotherapy. Drugs to kill rapidly dividing cancer cells. Reducing multi-drug resistance. Anti-nausea drugs and other ways of reducing side effects. Hormone-based treatments. Herbal and alternative remedies.

APRIL

Genetic treatment and other biotech approaches. Gene therapy and antisense. Cell migration and adhesion. Apoptosis and cell suicide. Immunomodulators. Cell growth factors. Interferons and interleukins. Accelerator makers such as Var-

A mix of medicine and physics

Radiation can be both a curse and a cure - and the most important area is which it saves lives is cancer treatment. Radiotherapy, where high energy physics meets medicine, is effective enough to be used for about half of all patients diagnosed with cancer.

Control is everything. By focusing and directing a radiation beam, and giving carefully measured doses over a period of time, tumours can be destroyed or suppressed.

The beam - which can consist of either X-rays, gamma rays, electrons or other ionising radiation - kills cells so well that it is effectively surgery without a scalpel.

Radiotherapy can cure some cancers completely, such as those in the larynx. Or it can make subsequent surgery less drastic.

The procedure may not have such severe side effects as those caused by powerful drugs circulating the body. But it causes some problems including nausea, risk of infection and skin damage.

Also radiotherapy works well only with localised tumours, especially those in the head and neck. Sometimes it is limited to a palliative role, reducing the pain of more advanced cancers that will eventually kill the patient.

Progress in radiotherapy research tends to be incremental rather than revolutionary, unlike that in chemotherapy where there is always the chance of a breakthrough drug.

The equipment used to generate radiation is improving steadily. Particle accelerators produce high-energy X-rays or electron beams at the flick of a switch in hospital radiotherapy units. They give a more controllable beam than the radioactive isotopes such as cobalt-60, which became popular in the 1950s, and they avoid the dangers of leaks and waste.

Colin Poulter, a professor at the University of California and Philips of the Netherlands now add devices to shape the radiation beam. The idea is that medical imaging scanners can picture the irregular outline of a tumour and the beam can then be shaped to limit the damage to healthy cells.

There are many other radiation sources for radiotherapy besides conventional hospital machines. At one extreme are vast nuclear reactors and particle accelerators, built for physics research; their beams are occasionally used to treat cancer. For example, medical researchers will have access to the 300m European Synchrotron Radiation Facility opened last year in Grenoble, France - the world's biggest and brightest X-ray source.

Instead of an external source, radiotherapy can also be delivered by putting an appropriate radioactive isotope inside the patient. A new example is Metastron, a treatment for metastatic bone cancer developed by Amersham, the UK health science company. Metastron is an injection of strontium-89 chloride; the strontium is absorbed into the bones which it irradiates selectively with beta particles (high-speed electrons).

An experimental treatment that combines external and internal approaches is Boron Neutron Capture Therapy. The patient receives the chemical element boron, which concentrates in the tumour. The patient is then exposed to a neutron beam, which converts the boron into a radioactive isotope and delivers a lethal alpha particle (helium nucleus) to the tumour. BNCT is under investigation for brain cancer in the US, Europe and Japan.

While hardware technology has progressed quickly, oncologists remain unsure about the best ways to use the new tools. Radiotherapy is the most important treatment to reduce the pain of bone cancer, says

Colin Poulter, a professor at the Uni-

versity of Rochester Cancer Centre in New York, but "there is remarkably little agreement as to the time, volume and dose schedules."

Alan Horwitz of the Royal Marsden Hospital in London notes that procedures differ even within the UK. "A standard course in the London area would be about 30 small doses of radiation, while in Manchester and the north of England the treatment would be 15 larger doses," he says. "These differences have arisen historically rather than as the result of large-scale trials."

Researchers are still trying to understand the central group of mysteries in radiotherapy: why do patients with the same cancers vary in their response, why do different cancers respond differently, and how can tumours be made more sensitive to the treatment?

"In our research we are asking whether some patients are intrinsically more sensitive and whether this is an inherited characteristic," says Horwitz. "We are also trying to develop predictive models for long-term radiation damage."

One promising area is in making cancer cells more sensitive to radiation. Some agents, such as oxygen, are known to make cells more vulnerable. But tumours often have poor blood supplies, lack oxygen and therefore resist radiotherapy. Several sensitising drugs are under development but work is still at an early stage.

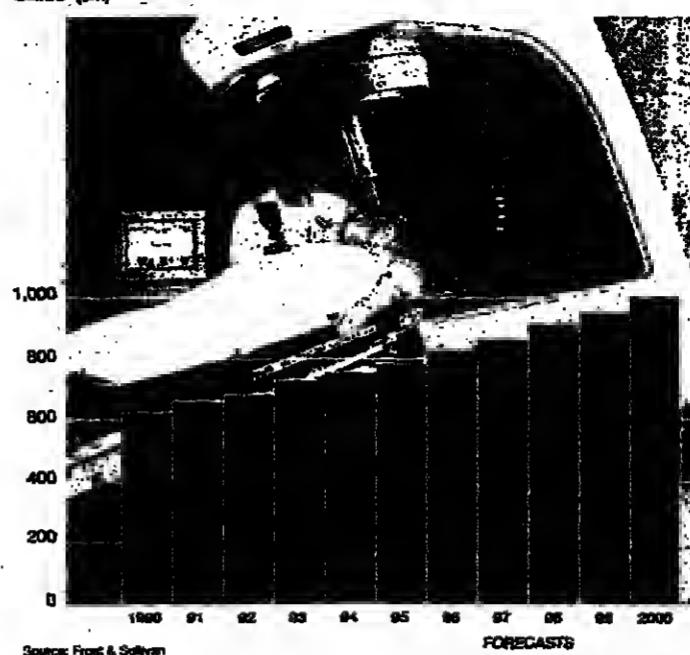
So in spite of high-technology machinery, and with drug research at an early stage, the growing effectiveness of radiotherapy appears to be in the hands of medical researchers rather than physicists and pharmacologists.

Medicine is less predictable than physics, and doctors have yet to learn how to make the most of their gleaming hardware.

DG & CC

World radiotherapy equipment market

Sales (\$m)



reach their target. Scientists have not yet been able to create human Mabs from scratch for cancer research, because people cannot be used as experimental animals, but they have used genetic engineering to "humanise" the mouse Mabs so as to produce fewer adverse reactions.

The targets recognised by Mabs - "marker" proteins on the surface of cancer cells - did not distinguish them as clearly as researchers had hoped. As a result, too many of the bullets hit healthy cells instead. Scientists are now finding more distinctive tumour markers, including products of cancer genes and growth factor receptors.

The bullets are being made more lethal. Some Mabs deliver a toxin or a radioactive isotope to the cancer cells, destroying them either by poisoning or radiation. Others work by activating killer cells in the patient's own immune system. Researchers are working to increase the effectiveness of these different killing mechanisms, while protecting healthy "innocent bystander" cells.

Because simple Mab-based drugs, using antibodies on their own or linked directly to killer payloads, have given disappointing results, more sophisticated multi-stage approaches are being developed.

One example is the "pre-targeting" technology adopted by Neokix, a Seattle biotechnology company, to deliver a radioactive isotope (yttrium-90) to tumours. The patient is injected first with the Mab linked to a non-toxic protein called streptavidin. Then a clearing agent is injected to remove surplus Mab-streptavidin complex from the body.

Finally, the patient is given a compound of yttrium-90 with another protein, biotin, which binds very strongly to streptavidin. The yttrium-90 is delivered more quickly and efficiently to the cancer cells than when it is linked directly to the Mab, and harmful radiation exposure elsewhere in the body is reduced.

As an alternative to Mabs, Seragen, a Massachusetts biotech company, is pioneering the development of "fusion toxins". These use a hormone instead of an antibody to bind to the outside of the cancer cell.

Attached to the other end of the hormone is part of the toxin made by diphtheria bacteria. When the toxin enters and kills the cell, the toxin enters and kills the cell.

Seragen says this approach has several advantages over using antibodies. There is less risk of an unwanted immune response, and the system is so specific and so toxic that treatment can consist of lower doses. The power of the Seragen approach should be revealed in the next few months with the results of the final phase of clinical trials for two cancers: cutaneous T-cell lymphoma and Hodgkin's lymphoma.

CC & DG

Priming the magic bullet

Antibody treatments have yet to prove their potential

Cancer researchers have long dreamed of creating a "magic bullet" - a drug to seek out and destroy cancer cells without harming healthy tissues.

For the past 20 years scientists have hoped that the immune system would provide the bullets, in the form of monoclonal antibodies. These Mabs are cloned versions of the antibodies that the body uses to defend itself against invading germs and other foreign substances.

Scientists at the MRC Laboratory of Molecular Biology in Cambridge discovered in 1975 how to make billions of identical copies (clones) of an antibody directed at a particular target such as a cancer cell. Expectations soon raced ahead of the scientific facts, and in the early 1980s Mabs were the most over-hyped of all potential "cancer cures".

In fact, Mabs have given generally disappointing clinical results when tested against cancer and other diseases. Yet the approach retains a powerful hold over the biotechnology industry; a recent assessment of emerging cancer therapies by Decision Resources, a Massachusetts consultancy, lists no fewer than 77 different Mab-based cancer treatments in development around the world.

Decision Resources says few Mab-based cancer drugs will reach the market in the near future; their total worldwide sales will be only \$85m in 1995 and \$300m in 2003. Five years ago, some forecasters were predicting a \$1bn market by 2000.

Many people in the industry believe, however, that Mabs will emerge as an important cancer treatment over the next decade. (Mabs are already used as a diagnostic tool for imaging tumours - as "magic paints" rather than bullets.) They point to recent progress in overcoming several obstacles to the development of antibody technology.

Mabs were originally derived from mice; when injected into humans, these mouse antibodies provoked an immune response that destroyed them before they could

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BUSINESSES FOR SALE

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For further information please contact Jason Elles, Ernst & Young, Becker House, 1 Lambeth Palace Road, London SE1 7EU. Telephone: 0171 931 4061. Facsimile: 0171 938 0425.

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THE REPUBLIC OF POLAND THE MINISTRY OF PRIVATISATION INVITATION TO NEGOTIATE

The Minister of Privatisation, acting on behalf of the State Treasury of the Republic of Poland, pursuant to Article 23 of the Act on Privatisation of State-Owned Enterprises of July 13, 1990 (Journal of Laws No.51, item 298, with subsequent amendments) invites all interested parties to negotiate the purchase of a package of shares constituting at least 10% of the share capital of the Company:

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Pursuant to Article 24 of the Act on Privatisation of State-Owned Enterprises, the Minister of Privatisation will offer on preferential terms up to 20% of the shares of the Company to the staff employed in the state-owned ZMs w Kole on the day of the transformation of the enterprise into the Company and up to 20% of the shares of the Company to the farmers supplying the Company with agricultural and up to 20% of the shares of the Company.

Pursuant to Resolution of the Council of Ministers No.86 of October 4, 1993, the State Treasury will retain 5% of shares of the Company as a property reserve of the State Treasury for the purpose of reprivatisation.

In order to record your interest and receive a copy of the Information Memorandum, please contact:

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The information Memorandum will be made available (sent) to the interested parties upon receipt of a signed
confidentiality agreement.

In accordance with the terms as specified in the Information Memorandum, the deadline for submitting offers
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The Minister of Privatisation reserves the right to deem the offer null and void and to renounce negotiations
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INTERNATIONAL PEOPLE

Telecoms partners choose Kok

■ Bessel Kok, former chief executive of Belgacom, has been appointed chief executive of TelSource, the strategic alliance of PTT Telecom Netherlands and Swiss Telecom which is bidding with AT&T for a 27 per cent stake in SPT Telecom, the Czech phone company.

■ Dr Rolf W. Schweizer, vice chairman of Sandoz, takes over as chief executive from 1 May. ■ Bertil Persson, head of treasury operations at the Investor Group since 1991, finance director of Scania AB.

■ John Gilmore, a former chairman of the Chicago Board of Trade, has been appointed chairman of a panel of experts set up by the Singapore International Monetary Exchange to enhance investor confidence in Simex. Other members are: Wayne Anger, former Federal Reserve governor, Bert Gramm, former chairman of the US Commodity Futures Trading Commission, Michael Jenkins, chairman of the London Commodity Exchange, Leo Melamed, chairman emeritus of Chicago Mercantile Exchange, and Jack Sandner, chairman of the CME.

■ Niki Lauda, the former motor racing champion and founder of Austria's Lauda Air, takes over from Derek Davison as president of the International Air Carrier Association (IACA) on May 1.

■ Lord Carrington, the former British foreign secretary, has joined Fiat's international advisory board.

■ Kenneth Matambo, permanent secretary of Botswana's ministry of mines, has replaced John Stoneham on the De Beers board.

■ Chris van den Berg has resigned as an executive director of Fortis Amev and is joining Campina Melkunie, a dairy co-operative, as chief executive elect. He will be replaced as chairman of VSB Groep by Henk Helkema.

■ David Dilger, 38, chief operating officer of Greencore, the Irish sugar and milling group, takes over as chief executive from Gerry Murphy, who is becoming chief executive of NFC, the UK transportation group.

■ Birgit Breuel, 57, former president of Treuhandaanlaat, and Sir Colin Marshall, 61, chairman of British Airways,

directors of British Telecommunications.

■ Herbert Mai, president of the OTV trade union, replaces Dr Monika Wulf-Mathies, on Deutsche Lufthansa's supervisory board.

■ James Van Meter has resigned as chief financial officer of Borden, succeeded by William Carter, 41, former Price Waterhouse partner.

■ Ted Hightower, chief operating officer of Coca-Cola Beverages, a Canadian bottler, has been appointed president and chief executive of The Coca-Cola Bottling Company of New York. Shaun Higgins, chief financial officer of Coca-Cola Beverages becomes president and chief operating officer of the Canadian bottling company.

■ Dr Jim Brown, who joined Ameristar International in 1992, managing director international trading and technology division.

■ Robert W. Korthals, former president of The Toronto-Dominion Bank, a director of Rogers Communications and Rogers Cable Systems.

■ Ernst G. Breuer, deputy chairman of Voko group, management board spokesman of Saefert AG. Roland Hess, 60, becomes chairman of the supervisory board in July.

■ Hans-Dieter Imhoff has been appointed chairman of VEW Energy. VEW's energy division, Fritz Ziegler, chairman of VEW's management board, will chair VEW Energy's supervisory board.

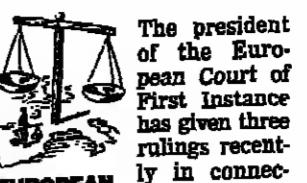
■ Stephen Key is resigning as chief financial officer of Conagra, replaced by James O'Donnell, treasurer.

■ Dr Jürgen Hambrecht, head of BASF's engineering plastics division, to take over as head of a new Hong Kong-based East Asia division covering BASF's operations in the People's Republic of China, South Korea and Taiwan. Dr Werner Prötzelius, head of the polystyrene business unit, takes over as head of engineering plastics.

■ Takehiko Kataoka, who joined Hitachi in 1963, managing director Hitachi Home Electronics (Europe).

■ Birgit Breuel, 57, former president of Treuhandaanlaat, and Sir Colin Marshall, 61, chairman of British Airways,

Ruling on fines and guarantees



European Union from losing the fine if Cascades went into liquidation before providing a guarantee for the outstanding balance, additional conditions were imposed.

It was required to provide the Commission on a monthly basis with a financial progress report and to indicate if it was likely to go into liquidation. The suspension was also made conditional on Cascades Inc. within three weeks of the order, giving board approval to providing the necessary resources to enable its subsidiary to provide a guarantee for the balance within six months and itself undertaking to provide a guarantee if its subsidiary went into liquidation during that period.

A fourth case concerned an unsuccessful appeal to the ECJ by Spanish fishing vessel builders against the CFI president's suspension of a Commission decision requiring repayment of Community aid on condition they gave guarantees for the sums to be repaid. The principles applied by the CFI president confirmed it meant it could not provide a guarantee for more than 30 per cent of the Ecu16.2m fine and accrued interest.

The Commission did not dispute that, but claimed the resources of the group to which Cascades belonged should be considered in assessing the truth of its claim. In particular, the Commission said the resources of the parent company, Cascades Inc., should be treated as available to its subsidiary.

The CFI president accepted the Commission's argument and rejected the claim by Cascades that, if the parent's resources were treated as available for the purposes of providing a guarantee, was tantamount to imposing liability on it for the fine.

However, he granted partial suspension, subject to a number of conditions designed to ensure the balance of interests between the Community public interest in good administration and budgetary control of fines, on one hand, and Cascades' difficulties in providing an immediate guarantee for the full amount, on the other.

The CFI president said it was neither disproportionate nor contrary to the CFI's rules of procedure to order a guarantee which covered the whole aid although it exceeded the appellants' funds.

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ARTS

All notions, jargon and junk

This 'artwork' should certainly be 'dispersed', writes William Packer

Take me (I'm Yours) is easy to mock, but none the less deserving of mockery for that. Its very premise, glossed in terms of breathless excitement, gives the game away. "Visitors... will have the unique, and surprising, opportunity to touch, to use, to test, to buy or to take away the objects in this exhibition... (The works) function at two levels - as utilitarian objects and as works of art... The visitor does not merely look, but has access to the artworks and plays a part in their dispersal."

But what we ask, is so surprising and unique in opportunities that are the commonplace of any jumble-sale or trade-fair - or even Internet cafe? As for "utilitarian objects as works of art", have we not come across such claims before, some 75 or 80 years ago in fact, from Marcel Duchamp and his *Merry Dada Men*?

And the notions, and the jargon, the visitor now has "access to artworks" and plays his part "in their dispersal", as though no-one ever bought anything from an exhibition

before. "Artworks" indeed is particularly offensive, an insidiously fashionable jargon by which the notion - gods! - they've got at it at the heart of the work of art, with all its weight of inference of quality and intention, has been corrupted into a glib catch-all that may now embrace any activity and any thing, from bodily functions to knitting.

"The notion of dispersal" - there we go again - is further enhanced by other "creative initiatives" including... an Internet installation... which will enable the public to interact with the exhibition on the "World Wide Web". In such a way, up to 40 million people globally can access the show.

And with what exactly will those eager "accessed" millions actually "interact"? The Serpentine's central gallery is now full of old clothes, piled in heaps by Christian Boltanski (France) that by the morning after the hectic opening had been reduced to battered ridges, like unmade hedges, across the room. The idea, or notion of interaction, is to buy a plastic bag for £1 and fill it

with whatever casts-off take your fancy. And this take-away, this artwork, that at the private view was beset by a giggling and book-conscious scrum, was addressed that next morning by a smaller but infinitely more discriminating crew. These people, in on the street, were stocking up. They were serious.

What else is there? Well, there is the Absolut Access internet playground. Gilbert & George (UK) have seized the moment to show two huge and multi-panelled photographic full-frontal self-portraits, with a tub of self-celebratory badges thrown in as their qualifying excuse. Douglas Gordon (UK) is running a raffle, with a "blind date dinner" with an artist as the prize; very tempting. Christine Hill (US) is showing a vending machine full of trinket artworks, from maps to Mars Bars, very useful.

Franz West (Austria) has supplied some sofas to sit on, and Jef Geys (Belgium) some fruit to eat. There are some swings to swing on, with

strategically spiked seats for those inclined to try them, by Fabrice Hybert (France). Peter Feldman (Germany) has covered a wall or two with small xeroxed images, of which we are free to take our pick. Wolfgang Tillmans (Germany) is simply showing pages torn from magazines in which his mildly titillating photographs are published. Maria Eichhorn (Germany) no less simply has taken over the bookshop. Lawrence Weiner (US) offers some stencils to use directly on the walls. And Carsten Höller (Germany) stocks another playground with upside-down glasses, stilts and visual tricks and games for perceptual and sensory experiment, along with a video for the curious, of monkeys copulating.

But why go on. This farce has been "curated", which word suggests at least some coherent purpose, by Hans Obrist, a young man of 27 from Switzerland. What is depressing is not his comparative youth, but that he should have swallowed whole the heresy that Duchamp, the old tease, propagated all those years ago, that to achieve

a work of art, it is enough merely to declare it so.

For despite all the "artwork" presentations of this show, the Gilbert & George photo-pieces apart, questionable as they are, there is not a single work of art in the place. There is nothing sustained, nothing realised, nothing achieved, but only proposals and promises, promises. Only participate, only have a go, and creative enlightenment will be yours.

The sad thing is that these strategies, as the conceptual artwork would put it, do have their uses in making us think of the world, and our experience of it, in a sharper and clearer way. But only as therapy, devices, plays: always the means, they can never be the end. And we grow out of them. Their place is in the foundation course, if not the play-group - there is a table full of sticks and play-dough in the middle of the gallery.

Take me (I'm yours): Serpentine Gallery, Kensington Gardens W2, until April 30; sponsored by Absolut Vodka in association with The Independent on Sunday.



Accessing Christine Hill's 'Vendible', 1995

Ballet

Swan Lake

I have just seen the first new *Swan Lake* of the year, and it would be a brave soul who supposed that it was the last, such being the lure of this great, and even more greatly misunderstood, piece of lyrical theatre. The newcomer is produced by Galina Samsova for the Scottish Ballet she directs.

The fact is significant. Samsova was the lustrous heroine of many stagings, and was involved in the intelligent recension mounted for Birmingham Royal Ballet. So we need fear no radical departures in this present production. The action is direct, traditional, with the addition of a somehow muffled prologue showing Odette falling under von Rothbart's spell.

The dance text owes something to the old but not, alas, sacrosanct Petipa/Ivanov choreography, with additions from Gorsky's Moscow versions, from Bourmeister, and some apt inventions by Samsova. The most effective scene, because cleverly re-worked, is the final lake-side encounter, which generates an intensity, with the roar of tragedy working itself out amid dry ice, tears and the clash of good and evil, which is just what Tchaikovsky demands.

Samsova has produced the ballet with a sure sense of the forces she has at her disposal: a medium-size troupe; no blazing stars; a decent if not effulgent classic style; an enthusiastic cast, albeit one rather short of character-players. The mining ranges from drag-queen pouting to novocained frigidity. But we see *Swan Lake*, and that is because Samsova knows what it is about and makes sure we are not cheated.

A problem for me came with Jasper Conran's designs. His feeling for costumes can be in no doubt, though I do not think that *pettill dress-maker's* baroque (which is the historical "look" of the piece) is particularly sympathetic to a theme which is High Gothic



Delicately effortless dancing: Yurie Shimohara as Odile

BILL COOPER

romance rather than an Age of Reason drama. There are beautiful tutus. The male dancers are in abbreviated jinkins, as Odette/Odile. Here is a reading remarkable in its expressive clarity as in its technical assurance. Miss Shimohara (whom I admired last season as Flora in the Scottish *Beauty*) has the power to take us into her own imaginative world. Her portrayal of Odette is of a victim touched by intense emotion which she shows us through gesture and through delicately effortless dancing. There is nothing predictable, nor routine, and she phrases and places the dance with a lovely sense of its innate

them. I saw the production last week at the Edinburgh Festival Theatre, with Yurie Shimohara as Odette/Odile. Here is a reading remarkable in its expressive clarity as in its technical assurance. Miss Shimohara (whom I admired last season as Flora in the Scottish *Beauty*) has the power to take us into her own imaginative world. Her portrayal of Odette is of a victim touched by intense emotion which she shows us through gesture and through delicately effortless dancing. There is nothing predictable, nor routine, and she phrases and places the dance with a lovely sense of its innate

On tour until May.

Clement Crisp

Yet the cast work hard in

between 1928 and 1964; to Mar 31

■ LONDON

CONCERTS

Barbican Tel: (0171) 638 8891
● Mahler Festival: Michael Tilson Thomas conducts the London Symphony Orchestra to play Schumann and Boulez; 7.30pm; Mar 29 (7.30pm)

● The Gift of the Golden West: by Puccini. A new production conducted by Paolo Olmi and produced by Frank Corsero. Soloists include Galina Kalinnina and Georga Fortune; 7pm; Mar 31

Staatsoper unter den Linden Tel: (030) 200 4762
● Der Rosenkavalier: by Strauss. Nicolas Bringuier directs this new production. The sets are designed by Raimund Bauer and Donald Runnicles conducts; 6.30pm; Mar 29

■ BRUSSELS

CONCERTS

Beaux-Arts Tel: (02) 507 8211
● Violin and Piano Recital: violinist Shlomo Mintz and pianist Georges Pludermacher plays Beethoven, Enescu and Hindemith; 8pm; Mar 29

■ FRANKFURT

CONCERTS

Alte Oper Tel: (069) 1340 400
Kirov Orchestra St. Petersburg: Valery Gergiev conducts Shostakovich and Tchaikovsky; 8pm; Mar 30

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● Der Fliegende Holländer: by Wagner. Conducted by Gustav Hollreiser, production by Gustav Rudolf Sellner; 7.30pm; Apr 2

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■ ARTS GUIDE

AMSTERDAM

GALLERIES

Stedelijk Tel: (020) 5732 811

● Alfa Romeo: The Essence of Beauty: exhibition marking the development and design of Alfa Romeo cars from the early part of this century to the most recent models; to Apr 2

OPERA/BALLET

Het Muziektheater Tel: (020) 551 8922

● Schoenberg Trilogy: new productions of "Die Gläubige Hand", "Von Heute auf Morgen" and "Erwartung" and the first time these three one-act operas are playing in one performance. With David Wilson-Johnson, Isoldé Eichlepp and conductor Winfried Maczewski; 8pm; Mar 28

■ BERLIN

OPERA/BALLET

Deutsche Oper Tel: (030) 34384-01

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produced oil paintings, watercolours,

drawings and graphics. This is an

exhibition of 40 such works created

■ WASHINGTON

CONCERTS

Kennedy Center Tel: (202) 487 4800

● National Symphony Orchestra:

with pianist Barbara Nissman.

Barbara Yahr conducts Klemens Prokofiev and Rachmaninov;

8.30pm; Mar 30, 31 (1.30pm); Apr 1

● Royal Concertgebouw Orchestra:

with pianist Maria Joao Pires.

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Any gay clergy in possession of scatter cushions had better stash them in the loft at once. They are clearly evidence of a most conclusive kind. In Sean Mathias's recent production of *Design For Living*, which brings the play's gay subtext emphatically to the surface, there are scatter cushions all over Otto's flat and in English Touring Theatre's centenary production of *The Importance of Being Earnest*, (seen at Theatre Royal Winchester) Algernon's residence is knee deep in them. In fact, the lavish satin drapes, the velvet tablecloth - everything bespeaks a man with artistic taste, as does his canary-striped silk house coat and the hearty kiss he plants on the mouth of his friend Jack in greeting.

That, however, is as far as

director Nicholas Wright goes in emphasising the subtext; he just judges you to allow any coded references to percolate through. This is much more effective than heavy emphasis, since it is in the play's jaunty embrace of double lies and constant inversion of social ideals that Wilde really attacks the hypocrisy of his day. The play continues to speak to us - we still live, as Lady Bracknell says, in an age of surfaces.

Ironically, however, as the play progresses you begin to wish Wright had done something a little more outrageous with the production. There is nothing terribly wrong with it, but nothing striking either; it is simply rather flat.

The problem the play presents, of course, is that it is so studious with witlessness that it is difficult to progress through the dialogue - and tempting

for the audience to play spot the quote. But the production does not overcome this: the actors do not deliver the lines as if they were fresh-mined, but as if each one were a burde to be leapt. The pace is slow and the overall effect rather laborious. The cast is attractive - Geoffrey Church as Jack is bluff and handsome, Charles Edwards as Algernon has mischievous charm, Jessica Lloyd as Cecily is pertly pretty and Jennifer Scott-Madden as Gwendolen is haughtily beautiful. But the splendidly bitchy tea-time jests between the girls collects faint smiles rather than laughs and there comes a point where you feel that if Edwards' Algernon makes one more puppy dog appeal with the eyes, you will ram his hot muffins down his throat.

Most successful are John

Nettleton as the old vicar and the drag artist Bette Bourne as Lady Bracknell. Bourne does not shy away from the lengthy shadow of Dame Edith Evans; rather she takes her on, with his own similar but sufficiently different phrasing of those immortal lines. He looks marvellous - a mountainous figure, upholstered in purple, with pebbled eyes, a lemon countenance and a stiff wire-wool hairdo - and he rolls the words around his mouth like an old lady with a rogue perm. His success lies in the fact that he manages to convey all that is pompous and monstrous in society, yet is curiously innocent of any intelligent malevolence.

Elsewhere, the production is charming, but it demonstrates all too well the vital importance of being funny.

Theatre/Sarah Hemming

'New' music by Messiaen

Spain's socialist government is stealing itself for the disposal of its crown jewels, with the creation of a new legal framework for the privatisation of state-owned enterprises.

There is no firm list of saleable, government-controlled enterprises, nor a precise timetable for their privatisation. But the government has abandoned the *piecemeal* public disposals of the past, and committed itself to a programme that places privatisation high on the political agenda.

There are several reasons for the government's change of heart: the need to raise revenue, the absence of clear political or economic dividends from public ownership, and the desire to keep abreast with policies elsewhere in the European Union.

"For more than 10 years the government believed that the debate was not between private and public ownership but between what was efficient and what was not," says Mr Oscar Fanjul, chairman of Repsol, the oil, gas and chemicals conglomerate. "Now it has conceded that efficiency is more likely in the private sector."

By the middle of next month, state ownership of Repsol will have been reduced from 40 per cent to 25 per cent through a global share offer. The months ahead are likely to see sales of shares in Telefónica, the telecommunications group, and Argentaria, the banking group, which are respectively 32 per cent and 52 per cent government-owned.

Spain's state-owned companies have tapped the markets before – the Repsol offering is its third since 1989. The current plans, however, represent the largest equity sell-off in a single year by the government.

Such sales form part of the government's plans for meeting the convergence criteria set in the Maastricht treaty for European economic and monetary union. These include a reduction in Spain's budget deficit from 6.7 per cent of gross domestic product last year to 5.8 per cent this year and 4.4 per cent in 1996.

The EU has given an added push to privatisation in supporting the peseta's continuing membership of the exchange rate mechanism after its 7 per cent devaluation earlier this month. Brussels highlighted the "utmost importance" attached by the Madrid government to reducing its budget deficit, and that "high priority" measures included the privatisation of public enterprises.

This year's budget included

Tom Burns on the government's privatisation plans in Spain Assets sale – starting soon



earnings of Pta300bn (\$2.3bn) from public sector disposals – with the Repsol offer expected to account for nearly half of the total. But with Mr Pedro Solbes, the economy minister, already forced to prune government expenditure in January to keep to spending targets, further sell-offs may be necessary.

The government, however, prefers to point to the positive advantages of privatisation, rather than the need to raise revenue. Mr Juan Manuel Eguílar, the industry minister, recently said at a business conference that the government was motivated by the desire to "improve the efficiency and the competitiveness of the public sector companies".

However, the legislation buried through parliament to regulate future offerings of shares in state-owned companies indicates a desire to keep control over strategically important industries. This follows France's *nouveau* model of assembling a hard core of friendly share-

holders to take the place of the state.

The government's concern is to protect Telefónica from foreign takeover once the government reduces its shareholding.

La Caixa, the Barcelona-based savings bank, Banco Bilbao Vizcaya, the retail bank, and Argentaria jointly own 9 per cent of shares in the telecoms company, and have agreed to reduce this to 15 per cent.

However, it is doubtful whether a similar group of potential equity buyers could be assembled to maintain Spanish control over other big corporations. There is a shortage of domestic capital to buy into state enterprises since, as Mr Eguílar points out, the largest industrial companies are in state ownership.

Ministers fear that privatisation will mean the end of national control of important industries. Experience in the partial privatisation of Repsol, Argentaria and Endesa, the leading domestic electric utility which is 65 per cent government-owned, is that the tranches of shares offered to international investors tend to be better subscribed than the domestic offerings. Even where shares are bought by Spanish investors, they are often sold subsequently to foreign investors.

However, the government's desire to protect what it sees as national interests in selling off state enterprises has led to criticism from the opposition and business groups. They say international investors are likely to prefer other countries' privatisation programmes that involve less state interference.

"The first problem is that privatisation is not really bullish about privatisation," says the chief executive of a UK merchant bank in Madrid.

"The second is that there are simply not too many *nouveau* candidates around in Spain."

Mr Luis Gamar, industry spokesman for Partido Popular (PP), the conservative opposition party which has established a 10-point lead in opinion polls, says the legislation is potentially the most interventionist in Europe. "While modelled on the British and French precedents, it is much more restrictive than both."

In addition to the legal restraints on share disposals in companies that are more than 25 per cent state-owned, in addition, in companies where a sale of shares would leave the state with a minority stake, government approval is required for disposals of 10 per cent or more. Approval is also needed for any disposal that reduces the state's stake to less than 15 per cent.

The fears of excessive regulatory zeal, meanwhile, are unlikely to disappear while the socialists remain in power. A more thoroughgoing disposal of Spain's state enterprises will, in all probability, have to await a PP government.

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Tuesday March 28 1995

Hollowing out in Japan

Every sharp yen appreciation to recent years has prompted anxieties in Japan that loss of manufacturing competitiveness would "hollow out" its economy. Yet the country's exporters have repeatedly led the economy back to growth by cutting costs, restructuring their operations and regaining profitable world market share. This time, however, there are new dimensions to the challenge.

One is a secular decline in export dependence by much of Japanese industry: unit vehicle exports, for instance, have fallen by a quarter since 1985. The main reason is a steady shift of production offshore, which the yen's recent strength promises to accelerate. Although only about a sixth of total manufacturing is overseas - still low by US standards - the ratio in many important product lines is far higher. Two-thirds of Japanese colour TV's and microwave ovens are now made abroad, while fewer cars are exported to the US than are assembled there.

Meanwhile, many Japanese industries are burdened with heavy excess capacity at home and face growing challenges abroad. Detroit is far fitter than a decade ago, so much so that the once-moribund Chrysler is regarded, even in Japan, as a leader in low-cost product development. US companies have regained the initiative in semiconductors and computers, while Korean and other Asian competitors are swiftly eroding Japan's former dominance in businesses from shipbuilding to memory chips.

None of these developments necessarily presages "hollowing out". Some, indeed, are healthy. It is a natural process of industrial development for lower value-added activities to move offshore or be surrendered to foreign rivals. The efficiency of Japanese producers also clearly benefits from cheaper imported inputs.

Foresight saga

It looks a bit like trying to pick winners. But the UK government's Technology Foresight Programme, which aims "to give long-term guidelines for public and private sector research and development, deserves serious attention. Yesterday it published the first five analyses of 15 different industries. The questions now are whether the research areas it has targeted are the right ones, and if they are, whether anything will change.

The Foresight panels emerged out of the 1993 science white paper, which tried to sketch a long-term future for research and development, particularly publicly funded work. Each year, the government gives more than £1.2bn to scientific, engineering and social science research by universities and other academic bodies.

The Foresight aims are admirable, if ambitious. Science and technology play a central role in wealth creation and long-term international competitiveness. But the government is concerned that the UK does not extract the maximum commercial value from scientific discoveries.

Moreover, basic research itself has been facing new pressures. The economic slump of the early 1990s is one; recent OECD reports show that private-sector spending on R&D in many countries fell

sharply during recession. Another is the cuts in defence budgets. Meanwhile, privatisation of telecommunications and energy, sectors which traditionally invested heavily in R&D, has deprived the government of some of its previous knowledge and control of the direction of research.

Many of the conclusions published yesterday are sensible. The financial services group recommends research into ways of preventing fraud. The health group hopes for flexible transfer of people between academia and industry. The transport group wants research into "why people travel", that might seem banal, but the answers would help plug gaps in the government's transport policy.

Although the private sector will in many cases carry out the recommended research simply out of self-interest, Foresight will still make a difference at the margin. There are many areas of research which companies neglect because of the unreliability of returns on investment. The wider potential benefit to society means that measures to encourage them to do the work are justified. Well-meaning and worthwhile, then, is the preliminary verdict on the Foresight recommendations, even if it does not yet look like setting British science on fire.

Unsafe haven

Last year, in Bihać, a UN "safe area" in Bosnia was shelled from an area of Croatia that the UN was supposed to have disarmed. Last week, in northern Iraq, a "safe haven" set up by four Nato countries four years ago was attacked by one of their allies, using weapons supplied by another. So does the post-Cold war world conspire to make tools of those who try to organise it, and of the institutions through which they do so?

Both regions urgently require a fresh effort of imagination and will from the powers that have taken it on themselves to try and guide their destinies. Northern Iraq in particular is a western responsibility. "Operation Provide Comfort" in 1991 secured its Kurdish inhabitants against the immediate threat of repression by Saddam Hussein, but has left them in a legal, political and economic limbo. They were discouraged from declaring independence, since this would have been deeply upsetting to Iraq's neighbours as well as Iraq itself, and in the name of Iraq's fictitious territorial integrity they have also remained subject to UN sanctions, even though those sanctions are supposedly aimed at the regime from which they were saved.

Even help in forming a humane and impartial police force was denied them, lest it be mistaken for building an independent state. In the circumstances it is not surprising, although it is very sad,

Mr Sumner Redstone, the 72-year-old chairman of Viacom, the fast-growing international media group, has a simple belief about the media industry which he delivers with all the weight of his long experience and strong convictions:

"Software is king, was king and always will be king" he says.

By software, he means films, television programmes and books, rather than the devices that show them. Unlike many other media groups, Viacom has chosen not to chase off down the information superhighway into new technologies, but is concentrating on exploiting its software assets.

Last year, Redstone fought off a takeover bid from Barry Diller's QVC, the home shopping channel, in a long and bitter battle. And he took over Paramount Communications and Blockbuster Video to add to MTV, the satellite music channel, creating a media empire with an asset value of \$25bn.

Many Wall Street analysts have questioned whether the \$15bn price Viacom paid has saddled the group with too much debt. But Redstone responds with a torrent of facts and figures, what he and Mr Frank Biondi, the chief executive who runs the company, have achieved since: "Today we are a growth company, growing twice as fast, at least, as any of our competitors. We had 70,000 employees; 18 months ago we had 5,000."

"We are the largest English language publisher in the world and we produce more programming in terms of films and television than any other company in the world," he says without drawing breath.

After running National Amusements, his family business, one of the largest movie chains in North America, Redstone took over Viacom at the age of 63, at a time when most men are thinking of retiring.

On Wall Street, they called the battle for Paramount "the deal from hell". But it brought Viacom assets such as a Hollywood film studio, current hits such as *Forrest Gump* and *Cinderella Man*, and publishing Simon & Schuster which star in Paramount's first animated movie *Simon & Schuster*, publishing 36 Nickelodeon books.

The group is now growing in the US and overseas, almost always by expanding its existing businesses and by concentrating primarily on established media rather than developing new technologies.

Redstone believes he has already demonstrated that the Paramount assets were undervalued. Viacom has exploited the opportunities for cross-promotion between the different parts of its business - transferring the software from book to film, from video to satellite television.

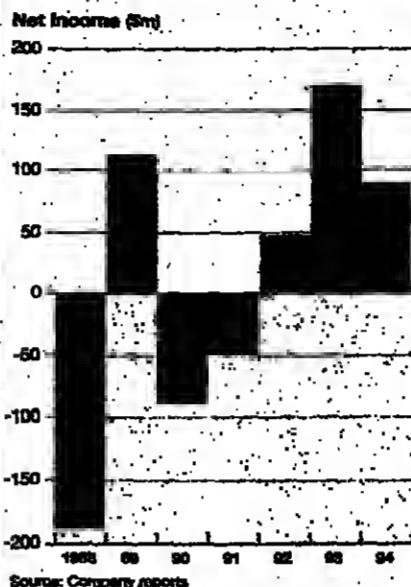
Detour from the superhighway

Sumner Redstone and Frank Biondi explain Viacom's business strategy to Raymond Snoddy

Viacom: going for growth



Sumner Redstone chairman



Source: Company reports



Frank Biondi chief executive

Nickelodeon, the Viacom children's satellite channel, will generate family movies from Paramount. The channel is being used to promote the Brady Bunch film, which cost \$11m to make and took \$35m in its first three weeks at the box office. MTV's Beavis and Butt-head, iconoclastic cartoon characters with a cult following among young people, will star in Paramount's first animated movie *Simon & Schuster*, current hits such as *Forrest Gump* and *Cinderella Man*, and publishing Simon & Schuster.

It was tough and it was brutal.

But we were right in seeing it as the last studio available. It would have taken us several lifetimes to have built up all the businesses of Paramount," says Redstone. "Simon & Schuster has 375,000 copyrights in the software business, adding thousands every year."

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It plans to increase the number of films made by Paramount Pictures from 15 to 18 a year to about 25 over the next two years. However, the Viacom investment will stay roughly at the 1994 level of \$525m to \$535m. Current these films are 100 per cent funded from Paramount resources, but the extra films will come mainly from partnership deals, where the partners will provide the finance and Viacom will be

the distributors. The company has already agreed a 12-picture deal over the next four years involving Michael Douglas, the actor.

In television, the group launched

VH-1, a more middle-aged version of MTV, in Germany earlier this month, to be followed by Nickelodeon. MTV is now being marketed in Mandarin Chinese and will launch in South Africa next year.

And in January, the group started the United Paramount network in the US, an advertising-funded television network distributed by traditional, over-the-air broadcasting rather than cable. It now broadcasts two nights a week and plans to move to three next year. However, by broadcasting the new Star Trek movie on its first night, the network beat ABC, CBS and NBC, the established rivals.

"Our overall ratings right now are where Fox [the rival network owned by Rupert Murdoch] got in five years. We are already there," says Biondi.

Viacom is going into the network business partly to protect its production interests now the rules have been changed to allow the net-

works to own and syndicate their own programmes.

Redstone and Biondi are also planning to create a new record label, to take advantage of their experience of the music business through MTV and VH-1, and move into entertainment retailing as Warner Bros and Walt Disney have done.

"Now do I believe my kids will be? Yes. Do I believe their kids will be? Absolutely. Do I believe my parents will be? Not a chance. So it is going to be an evolutionary process that will come more slowly than the actual implementation of the technology," says Biondi.

Until then, Viacom and Sumner Redstone will continue to concentrate on the software. Lots and lots of software. And if the world changes more quickly than they expect and Viacom needs its own distribution channels, if video-on-demand really does start eating into the business of Blockbuster video, they will simply lease the capacity.

Distribution channels, such as those provided by satellite, will

have become commodities which can be bought off the shelf, Biondi believes. And software will still be king.

The right balance on media ownership



PERSONAL VIEW
The government is finally expected to announce the conclusions of its review of cross-media ownership regulation in the next six weeks. It faces a difficult problem in trying to strike a balance between two different sets of priorities.

On the one hand, British media companies are anxious to become more competitive and grow their businesses, particularly in overseas markets where size is becoming increasingly important. But the government also has a duty to ensure plurality and diversity of opinion to prevent a few powerful voices becoming too dominant.

Until recently, the case for government intervention was unassailable. British viewers could only receive four television channels. Government regulation on both content and ownership of those channels was the only way to guarantee a diversity of opinion and a wide range of choices for viewers.

But technological changes, including the advent of cable and satellite technology and the development of digital TV, are changing the whole basis of British broadcasting.

The regulatory system needs to adapt to take account of those changes because 200-channel television should, by definition, provide greater diversity, plurality and viewer choice than four-channel television. Over time, the burden of regulation on those four channels should be lifted.

The issue for the government is how quickly the rules should be relaxed. Some argue that all ownership regulation should be left to normal competition policy. Others say the time has come to treat the three mainstream media - television, radio and newspapers - as one market, with ownership limited by the share of audience each media company gains.

But both approaches ignore the reality of today's television marketplace. We are only at the start of a technological revolution and have no idea how it will develop. It will be several years before even 50 per cent of UK homes have access to

more than the four - or perhaps five - main terrestrial channels. Those channels will enjoy an audience share of more than 70 per cent well into the next century.

So, although competition is growing, the transition to a multichannel environment will be gradual. The regulatory regime should keep pace with, but not seek to anticipate the effects of, technological

changes. The rope of regulation should be let out bit by bit, not all at once.

On cross-media ownership - newspaper companies owning TV companies and vice versa - currently two - rather than market share. This means that the amount of advertising revenue that companies owning ITV stations control can and does diverge widely.

For as long as ITV, Britain's com-

mercial television network, retains such a dominant position in the market, with a share of more than 40 per cent of all British viewing, national newspaper companies should not be allowed to control regional ITV companies and vice versa.

However, as the number of new services increases and their audience share grows, the rules can be relaxed. A sensible first step, which could be made straight away, would be to allow newspaper groups to increase their stakes in ITV companies (and ITV companies in newspaper groups) from the present maximum of 20 per cent to 25 per cent.

On the issue of the proportion of the ITV network that one company can control, there is a similar case for some further deregulation, while preserving an overall limit.

The present rules are somewhat arbitrary in that they limit ownership by the number of ITV licences - currently two - rather than market share. This means that the amount of advertising revenue that companies owning ITV stations control can and does diverge widely. This in effect protects the position

OBSERVER

Raining cats and dogs

■ International finance-watchers are discovering an affection for domestic pets.

First we have Alison Cottrell, analysed at PaineWebber in London. She reckons finance ministers have realised that exhorting the Bundesbank to alleviate tensions by cutting rates will have the wrong effect. Calling this the "puppy principle", Cottrell says: "The more one demands that the Bundesbank comes to heel, the more likely it is to head for the hills... many lost dogs and upset owners later, the message seems finally to have sunk in."

Meanwhile Jochen Neynaber, managing partner at the German bank Schröder Münchmeyer Hengst, has just published a brief analysis of what he regards as a woebegone Frankfurt stock exchange. Called "The stock exchange - which way will the cat jump?", Neynaber concludes: "For now, the cat is not going to jump at all, but has retreated to the woods. The cat is neither a bear nor a bull, in other words. Please - no one mention that other beast, the Emu."

Encore, Moret

■ The rate of top executive change at Swiss pharmaceuticals group Sandoz seems to increase with the

age of its ever-dominant chairman, Marc Moret.

In 1992 Victor Bischof, finance director, Max Link, pharmaceuticals director and Rolf Soiron, his successor, all packed their bags. In came Urs Bärtschi, former nutrition boss, to head pharmaceuticals, and Daniel Wagnière from New York as her apparent, with the titles of president of the executive board and chief operating officer. Moret, then 70, tantalisingly promised soon to relinquish the mantle of chief executive.

Surprise all around a year later as Rolf Schweizer, a veteran of the chemicals side, and not Wagnière, was named chief executive. Now Bärtschi has been moved off to Germany and replaced by Daniel Vasella as head of pharmaceuticals, while Wagnière was reduced to director responsible for technology.

And what of Moret, now 72? The grand old man says, enigmatically: "The process to ensure continuity has begun."

It's a doll's life

■ Directors of Sun Alliance International Ltd, an offshore life assurance company based in Guernsey, were recently surprised by an unexpectedly high demand from the Middle East for brochures of their product Pension Plus, a pension plan aimed at expatriates. The company produced a gift brochure illustrated with tiny

reproductions of the works of artists such as Gainsborough and Sisley.

The directors discovered the interest was more in the brochure than the pension plan. The company's Middle East broker runs a sideline making dolls' houses; the tiny pictures are ideal for hanging on the walls of his little products.

Mass popery

■ You've read the book, now see the film. Pope John Paul II, who has sold more than 3m copies of his book, *Crossing the Threshold of Hope*, and received a gold disc of his album, *The Pope's Rosary*, is now releasing a video. Called *A Celebration of Mass*, it gives viewers an account of the Pope and his work, set both in the Vatican and in some of the 90 countries he has visited. The 60-minute video will be released next month, in time to catch the Easter rush. What next - the T-shirt?

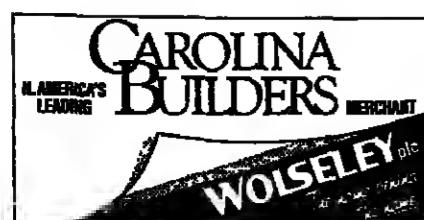
Too many goalsh

■ After Brazil's rather dull World Cup soccer win last year, it's good to know the country can still rustle up a good old Latin American controversy.

At a recent game between leading clubs São Paulo and Corinthians, referee Oscar Roberto de Godoi suddenly became rather emotional.

After sending off a Corinthians player for a dangerous tackle, Godoi started booking every player who complained or even spoke to him. In three minutes seven players got the yellow card. By the end of the game a further three had been sent off and three booked.

One São Paulo player insinuated de Godoi might have had too much liquid refreshment before the match. In an increasingly surreal atmosphere, football authorities hurried him off for blood and urine tests. The urine test was negative; it will take another week for the blood test to come through. São Paulo - who lost 2-1 - are as fed up as other clubs with sloppy refereeing. The club is now threatening to hold its third reserves, in protest.



FINANCIAL TIMES

Tuesday March 28 1995

ANIXTER

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Bosnia faces danger of all-out war, UN warns

By Laura Silber and Anthony Robinson in Zagreb, and John McKay in Belgrade

Bosnia faces the imminent danger of all-out war, the United Nations warned yesterday, after Serb forces responded to a Bosnian government offensive by shelling four UN-protected safe areas.

However, there appeared to be disarray in the UN over how to act to prevent the Serb attacks or avert the threatened escalation.

Mr Colum Murphy, UN spokesman in Sarajevo, the Bosnian capital, told reporters the UN was pledged to protect Muslim civilians in its safe areas, with air strikes against Serb positions if necessary.

"Attacks which come from outside a safe area and which deliberately target civilians will meet a resolute response from us, including the use of air power," he said.

However, Mr Michael Williams, the senior UN spokesman for former Yugoslavia, sought to down-

play the idea that the UN had toughened its stance in response to the Serb attacks or the offensive by the mostly Moslem Bosnian government army.

Air power was "not something we used frivolously", Mr Murphy said. "We may well err in some of these decisions. If we do, we will err on the side of caution, but we will not be pushed to the point where such events will go without answer on our part."

The UN did not call in NATO aircraft yesterday, even after Bosnian Serbs shelled Gorazde, a Moslem enclave in the east, one of six UN safe areas established in 1993 to stop a Serb onslaught on the isolated strongholds.

Heavy fighting erupted last week when the Bosnian government army launched a surprise offensive against Serb-held positions in north-east and central Bosnia.

Bosnian Serbs said yesterday that thousands of their forces suffered a heavy defeat in a Bosnian government offensive on Mount Vlasic, north of Travnik, a Mos-

lem stronghold in central Bosnia. Bosnian troops were reported to have seized control of a radio and communications transmitter, which was held by the Serbs. Serb forces control about 70 per cent of Bosnian territory.

The renewed clashes have shattered the countrywide ceasefire, which began three months ago and is due to expire on May 1. Until then, it had appeared the most durable agreement since the war erupted three years ago.

However, the leaders of the warring sides have made clear they have also used the respite to prepare for more war. The Bosnian army has acquired more arms, and according to the UN, massed in the north-east in anticipation of the latest assault.

Mr Radovan Karadzic, the Bosnian Serb leader, on Sunday ordered a general mobilisation. He also called on the five nation contact group – comprising Britain, the US, France, Germany and Russia – which met yesterday, to halt the Bosnian offensive or suffer more war.

Gucci

Continued from Page 1

with two teenage children, lived in a rented flat in central Milan, but was formally resident in St Moritz, Switzerland, and was better known outside than inside Italy.

Mr Gucci's career in the family company was stormy, and he ended up quarrelling with nearly all his close relatives in a bitter fight for control of the group.

This battle among the third generation of the family, was a more virulent re-run of the inheritance squabble that occurred between the sons of founder Guccio Gucci, once a waiter at the London Savoy, who died in 1953. Mr Maurizio Gucci's main adversary was his cousin Paolo, who was so determined to control the business that he even handed over incriminating documents regarding tax evasion by his father Aldo to the US authorities.

However, Mr Maurizio Gucci himself fell foul of the Italian courts, which in 1987 ordered his arrest for alleged fraud relating to Gucci share dealings.

He escaped to Lugano. Other charges followed, including illicitly channelling money abroad to finance the purchase of Creole, a luxury yacht formerly owned by the Marcos family. But in November 1988 he was absolved of all charges, and he was able to return to the chairmanship the following year.

Bonn opens telecoms door to small groups

By Michael Lindemann in Bonn

Competition in the German telecommunications market, the third largest in the world after the US and Japan, is to be opened to small and medium-sized companies as well as large telecommunications operators after 1998.

Mr Wolfgang Bötsch, the German minister for posts and telecommunications, in announcing guidelines yesterday for the regulation of the industry after Deutsche Telekom's monopoly is dismantled at the beginning of 1998, said the regulatory framework would be weighted against Deutsche Telekom and other large operators.

He said there would be no limit to the number of operating licences awarded. Successful applicants would need to show evidence of financial stability, experience of the telecoms market and the ability to manage a network with a high level of security and integrity.

He did not, however, cover the complex question of interconnection – the charges one operator pays another for carrying traffic on its network – one of the most important and unresolved issues facing the industry.

The minister said he was prepared to award licences for

regional operators as well as nationwide ones, a move designed to open the market to as many competitors as possible.

But Deutsche Telekom and its competitors responded coolly to Mr Bötsch's plans to carve up the market into regional networks.

Veba, an energy conglomerate and a potential competitor to Deutsche Telekom, said modern, high-quality telecommunications networks could only be created if operators "were given a large enough slice of the cake to justify the investment".

An official at Deutsche Telekom said he was "sceptical [about such plans for regional networks] given that this would be a world first".

Mr Bötsch said that telecoms operators providing a universal service – in effect to every home and office – would be obliged to make access to their networks available for smaller competitors.

Under the guidelines, only companies with a "market-dominating" share of more than 25 per cent will be required to offer universal services. In the initial stages of liberalisation, this means Deutsche Telekom alone.

Bonnie telecoms measures fail to connect, Page 3
See Lex

E Merck share sale aims to raise \$1.8bn

Continued from Page 1

earlier this year. The company said yesterday it would go ahead with the flotation only if stock market conditions were favourable. The market's recent slide has prompted

Schwarz Pharma to postpone its offering, expected to be around DM250m, until equities recover but some other issues have gone ahead.

E Merck hopes to sell about 60 per cent of its share issue outside Germany. It is discussing the pos-

sibility of a US private placement.

As with other large German offerings aimed at foreign and domestic investors, the hook-building process will be used to assess institutional investor interest in advance.

The move is a recognition that rapid change is needed if the European defence industry is to respond to reduced orders and increased US competition.

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France, Germany offer UK role in arms group

By Bernard Gray, Defence Correspondent, in London

France and Germany have offered to allow the UK to join the proposed Franco-German arms procurement agency as a founder member. In return Britain has offered to put management of billions of pounds worth of weapons contracts under the agency's control if it joins as an equal member.

At a meeting of European defence ministers in Paris on March 23, Mr Francois Leotard, the French defence minister, and Mr Volker Ruhe, his German counterpart, said France and Germany intended to press ahead with plans for a joint procurement agency. In a change to their previous position, however, they invited Britain to join as a founder member.

In return, Mr Roger Freeman, the UK defence procurement minister, said management of the £2bn Eurofighter 2000 programme, the 25bn Horizon next-generation frigate and a new European armoured car could pass to the new agency. Britain's partners in the Eurofighter project are Germany, Italy and Spain, and in the Horizon frigate programme it is teamed with France and Italy. The UK is likely to be the largest customer for both.

The proposal is the latest and most significant step by European ministers towards an integrated European defence industry. Both French and German governments have stressed the need for co-operation in defence procurement. Mr Freeman has said that he favours cross-border consolidation of European defence companies as a way to cope with reduced demand since the end of the cold war.

While much of the detail of how the agency might work remains to be sorted out, the proposal is a radical departure. France and Germany had said they intended to go ahead with a common procurement agency alone, and others would be free to join at a later date.

However, Mr Malcolm Rifkind, the UK defence secretary, has made it clear that the UK does not want to join an agency whose rules have already been decided.

Equally, the offer of handing over management control of the Eurofighter project is a surprise, since France withdrew from the project almost 10 years ago.

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INTERNATIONAL COMPANIES AND FINANCE

BCI to cut dividends after posting flat profits for year

By Andrew Hill in Milan

Banca Commerciale Italiana, the former state-controlled bank privatised slightly over a year ago, is cutting its dividends after a year of flat profits.

BCI yesterday announced a net profit for the parent company of L265.3bn (\$154m) in the calendar year 1994, compared with L268.2bn in 1993, and a net consolidated profit of L329.4bn for the same period, against L301.3bn in the previous year.

The company said it was proposing a L125 dividend on ordinary shares, against L200 a share last year, and a dividend of L155 for each savings share, compared with L230 in 1993.

The cut in the payout is

likely to upset new shareholders, who were also asked to subscribe to a large rights issue last year ahead of BCI's abortive attempt to buy a majority stake in Banco Ambrosiano Veneto in the autumn.

However, the bank said that because of the increase in the number of shares, the total amount it was proposing to pay in dividends was only slightly lower than in 1993 - L198bn, against L210bn.

BCI, like many of its rivals, found last year difficult, due to narrowing interest margins and difficult bond and share trading, compared with exceptionally favourable conditions in 1993. Net non-interest income at the parent company slipped to L1.443bn, for example, from L1.738bn in the previous year.

Customer loans also decreased by L3.688bn to L51.480bn as a result of the poor economic situation and total loans were down by L3.01bn to L89.572bn. Total operating income at the parent company was down by 8.9 per cent at L4.153bn.

BCI made no comment yesterday about what it intended to do with the cash raised last year through its rights issue.

There has been widespread speculation that the group may have had one of Italy's medium-sized banks, or even relaunch its attempt to take over Ambroveneto, which was defeated after Ambroveneto's shareholders rallied to its defence.

Benetton to increase payout

By Andrew Hill

Benetton, the Italian clothing group, has recommended an increase in its annual dividend in spite of flat profits. The group intends to pay a dividend of L400 a share for 1994, compared with L385 last year, although consolidated net profits were little changed at L210bn (\$122m) against L208bn.

Only stringent cost control prevented a decline in operating income to L389bn from L408bn from having a greater impact on net profit, the company said.

Benetton has pursued an

aggressive price-cutting policy since 1993 to combat a slump in demand. Last year, prices were cut by 8 per cent in Italy, and by an average of 13 per cent internationally. In 1994, it enabled Benetton to increase volumes and keep sales revenue stable at L2.788bn, compared with L2.751bn in 1993, but flattened profits.

However, shareholders are worried that Benetton may have reached a plateau in its exceptional growth since the group was formed 30 years ago, which has seen profit increases of between 12 and 24 per cent over the last four years.

Benetton said continuing efforts to cut costs and its investment in innovative manufacturing technology are expected to produce stable results in 1995 and "create the conditions for further growth in 1996 and beyond".

Benetton shareholders were unsettled at the end of last year when the family holding company, which controls the quoted clothing group, started to diversify into food retailing and motorway restaurants, and there were concerns about the impact of a high-profile row with disgruntled Benetton store-owners in Germany.

Meanwhile, hard competition and the strength of the D-Mark meant there was no chance of increasing prices.

The value of new orders booked in the first two months of the current year rose 22 per cent to DM1.27bn (\$907m), in spite of the apparent disadvantages faced by German companies.

The fork lift trucks and hydraulics divisions reported a 34 per cent jump in demand and booked DM625.5m in new orders, while refrigeration technology could manage an increase of only 3.6 per cent.

Group turnover fell 42 per cent in the review period, although the company stressed the data were distorted by an unusually large receipt for plant construction booked in early 1994.

Excluding proceeds from the plant building division, which is still adversely affected by restructuring within the chemicals sector, group sales rose more than 16 per cent.

In keeping with other companies which have announced results in recent weeks, GEA described the recent 3.8 per cent wage rise for the engineering industry as a considerable burden which would lead to further job losses.

GEA advances 32% to DM99m

By Michael Lindemann in Bonn

GEA, the world's second largest maker of food processing equipment, yesterday said net profits in 1994 rose 33 per cent to DM99m (\$70.2m), up from DM75m the year before. It expects a further "significant improvement" this year.

Dividends would remain unchanged at DM10 for ordinary shares and DM11 for preferential shares, the company said.

Earnings per share rose 28 per cent to DM1.15, from DM0.90

the year before, according to the German DVFA accounting standards.

Excluding new acquisitions sales in 1994 fell 3 per cent to DM3.3bn, squeezed by Germany's worst post-war recession.

However, GEA said sales this year were expected to rise strongly as the company took advantage of its worldwide presence following several purchases in recent years.

Mr Otto Happel, the acting chief executive, said results would benefit from the integra-

tion of the new purchases, especially in the food processing division which represents 54 per cent of group sales. GEA hoped to raise its prices slightly this year following tough competition recently, Mr Happel said. He owns just over 50 per cent of the group.

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Linde plans expansion into new sectors

By Christopher Parkes in Frankfurt

Linde, the industrial gases and engineering group, plans to use rising profits and the proceeds of an issue to fund expansion into new business sectors, Mr Hans Meinhardt, chairman, said yesterday.

Refusing to comment on suggestions that he had Caterpillar, the US heavy machinery manufacturer, in his sights, he hinted strongly that a US purchase was imminent.

Linde wanted to expand its business interests in east Asia and the US, he said. The most likely route in the US was via acquisition, he added.

Reviewing prospects for the financial year to the end of December, Mr Meinhardt said he expected profits to rise at least 10 per cent, although sales would increase only 4 per cent.

Earnings might be affected by exchange rate turbulence, notably in Europe, although the company was not greatly exposed to the US dollar, he added. It will be obliged to step up rationalisation efforts thanks to the "over-generous" 1995 pay award negotiated for the engineering industry.

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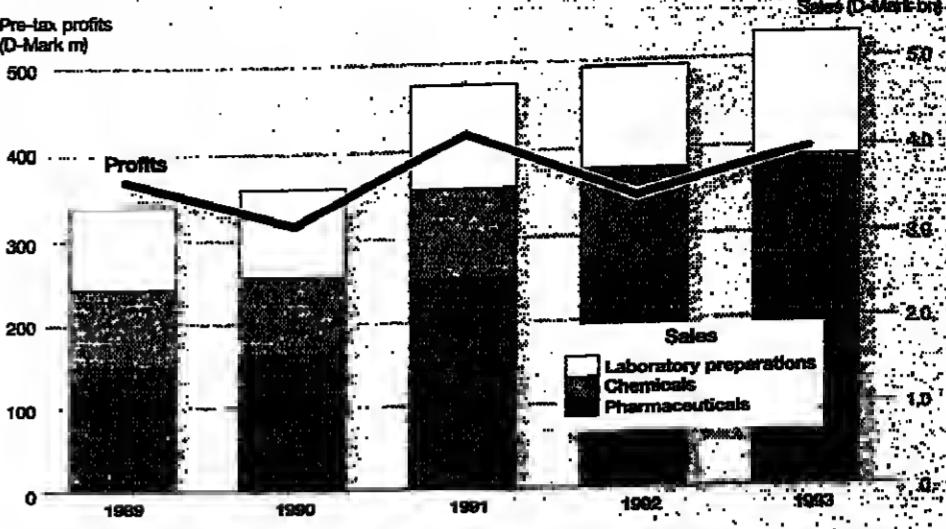
It was when Mr Heinrich Emanuel Merck decided to make plant-based medicines that the chemist's shop began

Good sellers range from Iso-

E Merck issues notice to rivals

The German drugs group prepares for belated entry on world stage

Merck Group



Source: Company

developing into the company that now plans to sell more than DM400m-worth of shares to German and foreign investors.

That was in 1927. Today, E. Merck is a company with worldwide chemical and pharmaceutical interests employing 27,000 people and with a turnover which last year approached DM6bn.

Through a complex web of holding companies established for tax reasons, it has direct interests in five German, one French and one Swiss company. Through the Swiss company it has a 53 per cent stake in Merck AG, quoted on the Zurich stock exchange, which is one of the fastest growing drugs in the world.

It has businesses in vitamins, an area which high-technology drug companies with the exception of Switzerland's Roche, have left to makers of heart treatments, to omeprazole, an ulcer treatment licenced in from Swedish company Astra which is one of the fastest growing drugs in the world.

Early last summer, the company bought 51 per cent of Amerpharm, a Dutch-controlled generic drugs manufacturer. However, not all of its planned ventures have come off. Five years ago, it planned to merge its pharmaceuticals activities with those of Frankfurter Degussa, a chemicals and metals company which owns Asta Pharma. But the two companies decided the synergies would not be enough to justify the move.

E. Merck is making the share issue to enable its finances to keep pace with growth. It wants to strengthen its balance sheet after a series of acquisitions and also continue expanding. It spends about DM500m a year on research and development and intends to invest about DM200m in the next few years on modernising production, of special organic chemicals in Darmstadt.

Schroders' analysis ends on a positive note, saying the company's slate of acquisitions and restructuring had given it a chance of faster growth. The company is optimistic about the outlook for 1995 after pre-tax profits rose 40 per cent last year to DM560m and cash flow 21 per cent to DM705m. Capital spend-

ing has been running at about DM400m annually. E. Merck kicked off this year by paying an estimated FF1.5bn (\$302m) for the 43 per cent stake held in Lipha, the pharmaceuticals company. It already owned the rest.

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In spite of all this activity, the company has much work to do before the flotation, not least is the question over confusion with its US cousin.

Daniel Green and Andrew Fisher

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THE DIFFERENCE BETWEEN BEING BULLISH ON AMERICA AND BULLISH ON THE WORLD

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INTERNATIONAL COMPANIES AND FINANCE

Lazard to combine equity underwriting in Europe

By Nicholas Denton

The three investment banks which make up the Lazard Houses are to combine their European equity underwriting capabilities and set up a new joint operation, Lazard Capital Markets.

Lazard Frères of Paris and New York, and Lazard Brothers of London, all have a common owner in Mr Michel David-Weill but they are a loose grouping. The formation of LCM, announced yesterday, is the most significant collaboration between the trio.

Lazard offices in Milan, Frankfurt, Singapore, Tokyo, and India are joint "three-house" operations. However, LCM will be the first such operation in a core area for the group and with planned initial capitalisation understood to be for about \$50m and 50 staff, the largest.

London and Paris will be equal major partners in LCM

and the unit will take over staff from their existing equity capital markets departments.

New York, although a junior partner, has already built up securities distribution in the US and has provided expertise.

Mr Damon Mezzacappa, head of capital markets in New York, will be executive chairman of LCM, and Mr Jeremy Sillers, former head of corporate finance in the US, chief executive.

The venture also represents a strengthened emphasis on securities distribution by an investment banking group which has tended to focus on advising companies on acquisitions.

Lazard Houses said closer collaboration on equity issues, which are increasingly international, was logical but did not necessarily set an example for other activities. The banks said they still prided themselves on their local identity in each of their three home markets.

Lazard Houses, while boosting its securities activities, do not intend to move into proprietary trading, when an investment bank takes a view on the market and risks its own capital. LCM intends to target all but the very largest roles, such as global co-ordinator on the privatisation of Deutsche Telekom.

Rival investment banks said the formation of LCM would not in itself make Lazard Houses a force in securities in Europe.

LCM will extend a track record of equity deals Lazard Houses has handled. Lazard Frères of Paris, one of the leading investment banks in France, has served as joint lead manager in the privatisation equity offerings of Renault, UAP and BNP.

Lazard Brothers of London advised British Sky Broadcast on its £284m share issue last year.

Commerzbank income up 80%

By Andrew Fisher in Frankfurt

Commerzbank, the first of Germany's big commercial banks to report its 1994 results, yesterday said group net income had risen by 80 per cent to DM1.06bn (\$736m) as a result of the sale of shareholdings in other companies.

Without the proceeds from asset sales, Commerzbank said operating results were "clearly lower" as a result of large provisions for lending risks and heavy write-downs on securities.

The bank sold its 15 per cent holding in Karstadt, Germany's highest retailing concern, and reduced its stake in

DBV Holding, the insurance company.

It announced a bonus payment of DM1.50 a share to shareholders to mark its 125th anniversary. This was expected and is in addition to a maintained DM12 dividend. Dautsch Bank, also founded in 1870, is making a DM5 bonus payment.

The bank said shareholders would be asked in May to approve a rise of DM160m in authorised capital for capital raising at market prices without shareholders having to be offered subscription rights. This was made possible by last year's new securities law. The bank's shares closed at DM231.50, a rise of DM6.50.

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Commerzbank said it would put DM600m into revenue reserves and more than DM100m into hidden reserves to strengthen its balance sheet. Like its bigger rivals, Deutsche Bank and Dresdner Bank, it will announce full details of results for 1994 and outline prospects for 1995 this week.

Eli Lilly shares rise 4% after optimistic forecast for quarter

By Richard Waters
In New York

Eli Lilly, the US pharmaceuticals group, issued an optimistic forecast for first quarter earnings on the back of strong sales around the world, pushing its shares up by 4 per cent yesterday morning.

Mr James Cornelius, chief financial officer, said the company expected to report earnings per share of between \$1.26 to \$1.32 for the three months to the end of March. This compares with profits of \$1.04 a share (after a 14 cents a share charge for a product recall) a year ago.

Most Wall Street analysts had expected earnings in the range of \$1.10-\$1.15. The company's shares jumped to \$76.74 yesterday morning to a new 12-month high, a rise

of \$3 from last Friday. The company did not provide specific sales figures for individual drugs for the latest three months. However, it pointed to three products which it said were "enjoying very strong growth" around the world.

These were:

- Prozac, an anti-depressant, which had sales in 1994 of nearly \$1.7bn, a rise of more than a third a year before

- Humulin, a human growth hormone, which recorded a 17 per cent increase in sales in 1994 to \$665m and

- Axid, an anti-ulcer drug, whose sales of \$457m last year were 22 per cent higher than in 1993.

The stronger sales will more than offset the interest costs and goodwill write-downs stemming from the purchase of

drugs distributor PCS, which was completed in the final quarter of 1994. Lilly said.

The acquisition of PCS had been widely expected to depress earnings comparisons at Lilly throughout this year.

The rebound in sales of Prozac in the latest period follows a decline in the final months of 1994. The company blamed this at the time on a downturn in purchases by wholesalers, who had earlier built up their inventories.

Mr Denham's letter is a *mea culpa* after a year when Salomon lost \$831m pre-tax.

He opened: "Your company's 1994 results were awful" and said "every non-comatose shareholder must be wondering whether management understands the business situation of Salomon Brothers".

He added that 1995 would be a critical year for Salomon Brothers.

Mr Denham said the group could sell all or part of its Pihlio USA oil business, which made a profit in 1994 for the first time since 1990.

He hinted that Salomon could sell The Mortgage Corporation, its UK housing finance business, saying that given improved conditions there Salomon would consider "alternative strategies to maximise the value to shareholders" of its investment.



1994 NET INCOME CONFIRMED: FF 3,527 MILLION

SALES AND PROFITS' GROWTH

Sales rose significantly faster (+9.6%) in 1994 than in 1993, driven by growth in existing operations as well as acquisitions.

The year saw a number of significant changes in the scope of consolidation, in particular the merger of ready-to-serve operations of Danone Group and Saint Louis, and the full consolidation of San Miguel breweries and all Asian subsidiaries.

Danone Group's operating income came to FF 6,832 million, up 7.6%, while net income totalled FF 3,527 million compared with FF 3,422 million in 1993.

Key consolidated figures for 1993 and 1994 are set out in the table below:

	1993	1994
Sales	70,108	76,820
Operating income	6,351	6,832
Net income after minorities	3,422	3,527
Cash flows from operations	6,691	7,151
Earnings per share (fully diluted)	FF 50.96	FF 50.33

QUICKENING EXPANSION

Cash flows from operations amounted to a substantial FF 7,151 million, and allowed the Group to pursue an aggressive acquisition drive in eastern Europe, Asia and Latin America, with no increase in debt. Group business outside western Europe expanded by one-third from 1993 to 1994.

As in 1994, shareholders may opt to receive their dividend in Danone shares.



Salomon staff loss could hit earnings

By Maggie Urry in New York

Lazard Frères, while boosting its securities activities, do not intend to move into proprietary trading, when an investment bank takes a view on the market and risks its own capital. LCM intends to target all but the very largest roles, such as global co-ordinator on the privatisation of Deutsche Telekom.

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Quiet revolution at Bata Shoe

The paternalistic mould is being broken, writes Bernard Simon

Mr Stanley Heath summoned about 40 of his top managers from around the world to Miami last month to relay a polite but firm message: it was time to start pulling together as a team.

Both the meeting and the message marked a break from the past at Bata Shoe Organisation, the hitherto secretive, family-owned company which is the world's biggest footwear manufacturer.

"This could hurt earnings in the short run," Mr Maughan told shareholders of Salomon, the parent company, which is the world's biggest footwear manufacturer.

He also warned "there is too much capacity in the financial services industry".

There would be further deregulation, he said, referring to the expected reform of the Glass-Steagall legislation which separates banking from securities business, and "some consolidation of banks and investment banks is inevitable".

Staff losses could result from the introduction of a new pay scheme last October which would cut the salaries of managing directors in the group's client-driven business to "a third of what they received in 1994 and well below market levels," Mr Maughan said.

The scheme, which caused controversy when announced, would like Salomon's to a partnership with the managing directors' taking 40 per cent of the profits of the business once they had risen above a threshold return on equity.

In the report, Mr Robert Denham, chairman and chief executive of the group said: "Many questions have been raised about this system both internally and externally."

"Salomon Brothers has lost some managing directors and will lose others who are concerned that they many not be compensated adequately in the short run," he said those who stayed would find "it offers many advantages for the long run".

Mr Denham's letter is a *mea culpa* after a year when Salomon lost \$831m pre-tax.

He opened: "Your company's 1994 results were awful" and said "every non-comatose shareholder must be wondering whether management understands the business situation of Salomon Brothers".

He added that 1995 would be a critical year for Salomon Brothers.

Mr Denham said the group could sell all or part of its Pihlio USA oil business, which made a profit in 1994 for the first time since 1990.

He hinted that Salomon could sell The Mortgage Corporation, its UK housing finance business, saying that given improved conditions there Salomon would consider "alternative strategies to maximise the value to shareholders" of its investment.

Stanley Heath: reputation for toughness and diplomacy

in many cases, the most rugged individuals still run the strongest subsidiaries.

Mr Heath, however, wants managers at all levels to broaden their view of the business by sharing more of their ideas and information with colleagues in other parts of the world.

If he has his way, products will cross national boundaries and Bata will take its place among such brand-name powerhouses as Procter & Gamble and Unilever.

Mr Heath's appointment last September coincided with Mr Bata's 80th birthday. The family patriarch still travels the world as the company's chief ambassador. He was in South Africa recently, looking at the feasibility of Bata rebuilding the sizeable business it distanced itself from during the years when sanctions were in place.

Since then, it has expanded into 60 countries. Bata claims to sell more than 1m shoes a day from 65 factories and 6,300 retail stores. Its businesses range from the franchise for Nike sneakers in Chile to the distribution of Adidas shoes in India, where it has operated for more than 50 years and now owns more than 1,200 shops.

But Bata still bears many hallmarks of a family business, in keeping with its low profile. It has made a good deal of time in the Czech Republic, where Bata has reclaimed some of the family assets - including its flagship shoe store on Wenceslas Square in Prague - which were confiscated by the communists. Bata has also opened a factory not far from the family's home town of Zlin.

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He adds that "I'm not looking for violent change," but rather seeking to "mas-

ter" the organisation.

Ms Georgia Wyman, Bata country manager in the Czech Republic, says that her new boss has made an impression in the past seven months with his "diplomatic toughness".

Mr Heath has begun his quiet revolution by giving regional executives in Paris, Mexico City, Toronto, Singapore, Harare and Calcutta greater authority to take products or retailing concepts across national boundaries.

Bata has already had some success with Buggummers, a children's shoe brand. But Mr Heath says he wants "to push it a little harder to see whether Bata, as well as being in manufacturing and a first-class retailer, could create some distinctive brands that we could sell to third parties".

Since his arrival, Mr Heath

has made a handful of key head-office appointments. He recruited chief financial officer with a retailing background.

A marketing expert has been brought in from Levi Strauss, the US jeans maker, to spearhead development of new brands, expand consumer research and stay abreast of retailing concepts.

Mr Heath also plans to strengthen the head office team with a vice-president of technical services, charged with improving the quality, service and innovative flair of Bata's manufacturing operations around the world. Again, the idea is that breakthroughs at one factory will be a catalyst for others.

With demand for shoes in western Europe and North America levelling off, Mr Heath expects that much of Bata's growth will come from countries such as India, Indonesia, Thailand, Malaysia and the bigger countries of Latin America.

The rapid modernisation of shopping malls in Spain, Portugal and Italy has created opportunities for expansion on the retailing side. Mr Heath

also hopes to make inroads in Poland, where many older people still remember the Bata brand.

"The countries where we're getting most of the growth right now are capable of a lot more," he says. But hopes of sharply rising consumption in the Soviet Union have been eclipsed by political turmoil there and more attractive opportunities elsewhere.

The task of bringing fresh thinking to an organisation with 65,000 employees scattered across the world, including many remote factories and shops, is likely to test Mr Heath's reported toughness as well as his diplomatic skills.

He appears to be girding himself for more vigorous messaging. "We've kicked off this process of team building," he says.

"What happens next is going to be very important."

California health group in takeover talks

By Richard Waters

WellPoint Health Networks, one of California's leading managed care groups, said it was discussing an all-stock takeover of another healthcare group, Health Systems International, which yesterday valued

its shares at \$1.50 per share.

WellPoint's shares rose by \$1.50 yesterday morning, to \$35.40, on hopes that the company may yet be sold to Blue Shield or another bidder.

However, with 80 per cent of its shares in the hands of Blue Cross of California, a non-profitmaking organisation unrelated to Blue Shield, it seemed unlikely that the company would be forced to succumb to a hostile bid.

INTERNATIONAL COMPANIES AND FINANCE

Citic Pacific on target with 35% increaseBy Simon Holberton
in Hong Kong

Citic Pacific, the Hong Kong arm of the large mainland conglomerate China International Trade and Investment Corporation, yesterday unveiled annual profits in line with expectations. There was a 36 per cent rise in net profit, to HK\$2.57bn (US\$332.4m) from HK\$1.89bn, in the year to the end of December.

Citic attributed the improvement mainly to its share of the profits from a large Hong Kong residential development - Discovery Bay - in which it took a 50 per cent interest a year ago. Directors declared a final dividend of 35 HK cents, making 49 cents for the year - up

WHERE CITIC'S PROFITS COME FROM	1994 (%)		1993 (%)			
	Aviation	20	23	Telecommunications	29	26
Power generation	4	2	5	Bridges & tunnels	1	0
Trading & distribution	14	19	19	Consumer credit	2	2
Property	24	13	13	Others	6	12

to 21 per cent. This was in line with earnings per share, which rose 22.36 per cent to HK\$1.32.

Frosts were struck on a 12.45 per cent rise in turnover to HK\$12.1bn. Net interest expenses rose to HK\$122m from HK\$83m a year earlier, but company officials said gearing remained at acceptable levels. Mr Larry Yung, chairman, said Citic would continue to concentrate its efforts in Hong Kong and China, where the group had expertise. He said the company would pay particular attention to infrastructure development in China.

Mr Yung said there would be

no change to the company's "growth through acquisition" policy. It "will be constantly looking for acquisitions that meet its operational and return criteria", he said.

Citic Pacific is the holder of the Chinese government's interests in Hong Kong's aviation and telecommunications sectors. It is also a big investor in mainland China power projects.

Mr Yung said Citic last year invited the Independent Commission Against Corruption, Hong Kong's anti-corruption watch dog, to advise on a code of conduct for its employees. The company employs 10,000 staff, of which 5,500 work in China and 4,100 in Hong Kong. It has also established an audit committee of independent non-executive directors.

is attempting to increase the profit margin by reducing operating costs," he said.

The business is, however, providing opportunities for property redevelopment. Da Chang's old vehicle service centre in the up and coming district of Quarry Bay is being redeveloped into a 370,000 sq ft office tower.

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NEWS DIGEST

Lauritzen shares tumble after payout omitted

Lauritzen

Share price (DKR)

1,700

1,500

1,300

1,100

900

800

700

600

500

400

300

200

100

0

1984 85 86 87 88 89 90 91 92 93 94

Source: FT Graphics

The price of shares in Lauritzen, the Danish shipping and manufacturing group, fell sharply yesterday following the company's announcement that it would be omitting a dividend for the second successive year, writes Hilary Barnes in Copenhagen. The company's announcement, along with news that it had made a loss of DKK10.4bn (US\$12.5bn) after minority interests in 1994 compared with a 1993 loss of DKK11bn, was made late on Friday after the stock market closed. Yesterday, the share price ended at DKK910 from Friday's close of DKK1,140.

Lauritzen said 1994 turnover increased to DKK4.5bn from DKK4.18bn. After net financial items the loss was reduced to DKK26m from DKK25m in 1993. There was a group profit of DKK36m after tax and before minorities against a loss of DKK14m in 1993.

Two of the group's main subsidiaries contributed to what the board described as "an extremely poor year". The J. Lauritzen Shipping Company, which is a significant force in refrigerated cargo vessels and also operates a large fleet of small gas carriers, made a loss of DKK340m on turnover of DKK1.19bn. The loss was attributed to the high cost of Danish personnel, low freight rates in a weak market and the depreciating dollar.

Danyard, the group's shipyard, made a DKK17m loss on turnover of DKK1.38bn. The yard was forced to switch from production of refrigerated cargo vessels in 1993 after the EU introduced quota restrictions on imports of bananas from South and Central America.

Strike cuts Pick 'n Pay earnings 21.9%

Pick 'n Pay, the South African supermarket chain, has reported a 21.9 per cent drop in attributable earnings for the year to February to R7.92m (US\$8.67m), down from R10.14m previously, writes Mark Suzman in Johannesburg.

The fall was largely due to the strike in the latter part of the year after which the company was forced to cut gross margins in an attempt to win back customers.

In spite of this, as part of the acquisition of the remaining 50 per cent of the Score retail group, turnover rose by 18 per cent to R7.92m from R6.88m previously. The write-off of goodwill will for the acquisition also resulted in a R12.1m extraordinary item.

Meanwhile, trading income of R11.3m was boosted by R2.8m in investment income and R22.8m in net interest received to bring total pre-tax income to R13.7m. However, this was still 16.2 per cent down on last year's R16.9m.

The final dividend was set at 24 cents a share, down from 28 cents previously and lowering the final dividend to 31 cents, well below last year's 36.75 cents.

Oerlikon-Bührle ahead 19% but passes dividend

Oerlikon-Bührle, the weapons, engineering and retailing group, said its net income jumped 19 per cent to SFr75m (US\$4.04m) last year, writes Ian Rodger in Zurich.

However, the board was not recommending a dividend payment even though the group had sufficient reserves to pay a dividend for the first time since 1985.

Directors said "substantial investments" were necessary to secure future progress. Bührle has already reported a 28 per cent

jump in 1994 sales to SFr2.5bn, mainly because of its DKK100m (US\$12.5m) acquisition last October of the Leybold vacuum technology business. Exclusive Leybold, which was consolidated retroactively for the full year, sales were up 1 per cent in local currencies.

The group said the Leybold acquisition was also largely responsible for the 32 per cent jump in operating earnings to SFr194m.

Indonesian cigarette maker doubles profit

Hanjaya Mandala Samporna, one of Indonesia's leading clove cigarette manufacturers, said its audited net profit in the year ended December 1994 more than doubled on a year earlier as the company continued to take an increasingly large market share from its main competitor, Gudang Garam, writes Manuels Saragosa in Jakarta.

HM Samporna's net profit in 1994 rose to Rp2.43bn (US\$26m) from Rp1.05bn in 1993 on net sales which rose 55 per cent to Rp1.360bn. The company said HM Samporna's "A" Mild brand of machine-rolled clove cigarettes was taking market share away from Gudang Garam, even though Gudang Garam's clove cigarettes are cheaper. HM Samporna plans to continue expanding its share of the Indonesian market for clove cigarettes and predicts 1995 net profit will total Rp4.01bn.

Improved profit margins are also boosting earnings. Operating income rose to Rp81bn from Rp187bn a year earlier while operating expenses showed a more moderate increase to Rp151bn from Rp122bn in 1993.

Renong posts midway advance to M\$144m

Renong, the Malaysian holding company that heads one of the country's biggest conglomerates, has announced pre-tax profits of M\$144m (US\$85.67m) for the six months to December 31 1994, a 34 per cent increase on the year ago period, writes Kieran Cooke in Kuala Lumpur.

United Engineers (UEM), the listed company which groups Renong's construction and engineering interests, announced pre-tax profits over the six months of M\$309m, a 31 per cent rise on the previous period. Turnover rose 39 per cent to M\$825m.

UEM is involved in many of Malaysia's biggest infrastructure projects, including facilities for the 1998 Commonwealth Games in Kuala Lumpur and construction of a new town in the southern state of Johor.

Until three years ago Renong was directly owned by the United Malays National Organisation (UMNO), Malaysia's dominant political party headed by Dr Mahathir Mohamad, the prime minister. Renong is now controlled by investors closely allied to UMNO leaders.

Renong is made up of 13 listed companies with a combined market worth of about M\$25bn. As well as construction and engineering, the group is involved in hotels, financial services, telecommunications and the power sector.

NTT to float subsidiary

Nippon Telegraph and Telephone, Japan's leading telecommunications operator, will float NTT Data Communications Systems, its fully-owned subsidiary, next month, writes Emiko Terazawa in Tokyo.

The Tokyo Stock Exchange yesterday filed for approval of the ministry of finance of the company's listing on April 26. The company will float 20,000 new shares and 47,000 shares currently held by NTT for public subscriptions before the listing.

Some investors fear that the listing could drain liquidity from the stock market as was the case with the flotation of Japan Tobacco last year.

Meanwhile, officials at the ministry of posts and telecommunications yesterday said its advisory panel discussing the division of NTT's operations will release its recommendations within a year.

BAT studies validity of ITC power resolutionBy Mark Nicholson
in New Delhi

BAT Industries, the UK tobacco and financial services group, said yesterday it was "examining the legal validity" of a resolution passed on a show of hands at Friday's extraordinary general meeting of ITC, the Indian group in which it holds a 31.5 per cent stake.

The resolution approved in principle an amendment to ITC's articles permitting it to enter India's power sector, which is being privatised. However, Mr Norman Davis, BAT's nominee on the ITC board, who was at the meeting in Calcutta, complained the vote was pushed through the raucous assembly without his being given a chance to intervene on behalf of BAT. He questioned the resolution's legality.

A second resolution, enabling ITC actually to "convene" power activities, was put to a full and secret shareholders' ballot, which BAT blocked, using its 31.5 per cent stake. BAT had said before the egm it would oppose ITC's entry into the power sector while Mr Krishna Lal Chugh remained the Indian company's chairman. BAT says it has "lost confidence and trust" in Mr Chugh.

Boral in US move

Boral, the Australian building products and energy group, yesterday said it was buying Bickerstaff Clay Products, the fifth largest clay brick maker in the US, agencies report. The price was not disclosed, but is understood to be about US\$100m. The US company has sales of about \$70m.

Holdains rises 33% in first six monthsBy Mark Suzman
in Johannesburg

Holdains, the paper and packaging company controlled by South African conglomerate Malibak, has announced a 32 per cent rise in operating income for the six months to end-February to R92.7m (US\$7.65m), from R69.7m for the same period a year ago.

Turnover rose 20 per cent on the back of improved volumes to R1.45bn, from R1.19bn, while attributable earnings increased 28 per cent to R51.3m from R40.1m, equivalent to earnings a share of 17.3 cents, up from 13.7 cents last year in spite of a higher number of shares in issue. The interim dividend was increased to 57 cents from 51 cents.

Gain of NKr500m for Kvaerner in ships sale

By Karen Fossli in Oslo

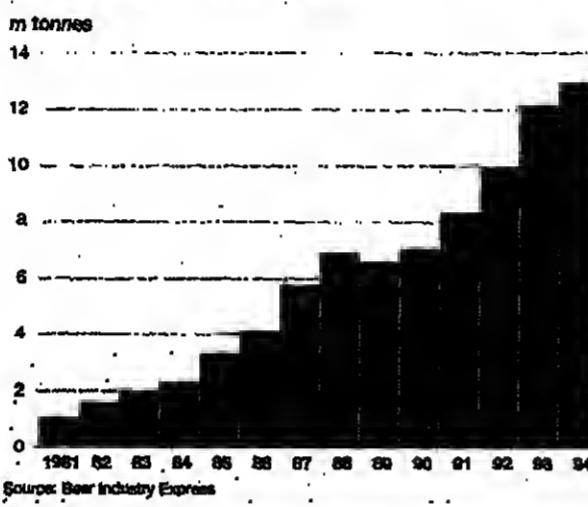
Kvaerner, the Norwegian shipbuilding and oil and gas technology group, will make a one-off gain of NKr500m (US\$54.6m) from the sale of its gas carrier fleet to Havtor Shipping. The profit will be booked in the second quarter of the current fiscal year, Kvaerner said.

In exchange Kvaerner will assume a near-45 per cent interest in Havtor Shipping, with which it has co-operated in seven years in the Havtor shipping pool, making it Havtor's largest shareholder.

Shipbrokers estimate that the NKr3.6bn tag being put on the 26 vessels in the deal -

Americans find China a heady brew

US brewers are raising the stakes for market share, writes Tony Walker

Beer production in China

Anheuser-Busch aims to double Tsingtao's capacity from the present 3.5m hectolitres (one hectolitre equals one-tenth of a tonne) in an effort to capture a bigger market share. Tsingtao is easily China's biggest beer, but its share of the rapidly-growing market hovers around 2.5 per cent.

This development should please international investors in Tsingtao, which was floated on the Hong Kong stock exchange in 1993 amid much fanfare, but whose performance since has fallen well short of expectations.

Ms Helene Coles, an Asian beverages specialist with Kleinwort Benson in Hong Kong, said Tsingtao had "grossly underperformed" on promises outlined in its prospectus for the Hong Kong share listing. This had been reflected in the slide in its share price.

The company had raised US\$1.6bn in the Hong Kong market, with promises of increasing capacity by 700,000 tonnes at its plant at Qingdao, south-east of Beijing, but had not lived up to those undertakings.

"It has always been a toss-up how Tsingtao would fare in a competitive environment," Ms Coles said. "Tsingtao was brought up in a command economy. It is production-oriented and not geared to the market."

Anheuser-Busch is tipped to grow from around 13m tonnes in 1994 to 22m tonnes in 1998, challenging America as the world's largest. In the past year, it has overtaken Germany to become the world's second-biggest market, accounting for 11 per cent of international consumption in 1994.

It is expected to account for about half the world's beer consumption growth to the

SECURUM AB**US\$ 1,400,000,000 Senior Term Loan Facility**

Arrangers

Chemical Bank

Enskilda

Co-Arrangers

ABN AMRO Bank N.V., Stockholm Branch
Citicorp International plc, Stockholm Branch
Deutsche Bank Luxembourg S.A.
The Fuji Bank, Limited
Nordbanken
Union Bank of Switzerland

Barclays Bank PLC
Credit Suisse
Dresdner Bank Luxembourg S.A.
Midland Bank plc
The Sumitomo Bank, Limited</

COMPANY NEWS: UK

Shares fall by 22p after the third warning in the past 12 months

Inchcape hit by strong yen

By David Wighton

Shares in Inchcape, which have more than halved since the start of 1994, fell a further 22p to 78p yesterday, as the international marketing and services group issued its third profits warning in the past 12 months.

The company said profits for the first half of 1994 would be "significantly below" last year as it announced 1994 profits down from £271.4m to £228.4m (£375m). Analysts cut their 1995 forecasts to between £180m and £205m from as high as £250m.

Inchape, one of the world's largest independent car importers, has been hit hard by the rise in the yen and the problems of Japanese motor manufacturers in Europe.

Mr Charles Mackay, chief executive, said that car and

currency markets remained very volatile which made it difficult to predict the outcome for this year. "We are very confident about the medium and longer term of Inchape but we can't be at all complacent about the short-term."

Inchape's profits from the distribution of Japanese marques, mainly Toyota and Mazda, tumbled by £45m last year leaving total motor profits down by £30.7m at £143m.

But Inchape's other businesses performed well and excluding discontinued activities and the effect of currency movements, group profits were down just 1 per cent.

Some analysts questioned whether Inchape had reacted strongly enough to the downturn in its Toyota business, but the company pointed to cost cutting, such as a 20 per cent staff reduction in its Hong



Charles Mackay: confident on medium and longer term

Kong operation, and Mr Mackay stressed that it must not damage its long-term prospects. "The Japanese will be back," he said.

Mr Mackay said the recent promotion of Mr Philip Cushing to the new post of managing director would give him more time to concentrate on strategic issues, including reducing the group's exposure to the yen.

He dismissed suggestions that Toyota, which has a 47 per cent stake, was critical of its performance.

Sir David Plastow, chairman, described press rumours of boardroom disagreements as "absolute rubbish".

Earnings per share fell to 26.8p (33.9p) but a maintained final dividend of 5p gives a total of 15p (14.8p) which puts the shares on a yield of 6.7 per cent.

Some analysts questioned whether Inchape had reacted strongly enough to the downturn in its Toyota business, but the company pointed to cost cutting, such as a 20 per cent staff reduction in its Hong

T&N fights further US asbestos lawsuit

By Tim Burt

The legal battle between Chase Manhattan and T&N, the UK engineering group, has gathered pace with the appointment of a new trial judge to consider the bank's £185m lawsuit over asbestos contamination at its New York headquarters.

Chase claims T&N, which as Turner and Newall was formerly Britain's largest asbestos producer, knew the risks of asbestos when it supplied the material during construction of Chase Plaza near Wall Street in the late 1950s.

The US bank said the case was likely to come to court this summer, when it would be heard by Judge John Koeltl.

Judge Koeltl's appointment has filled a vacuum left by the recent death of Judge Vincent Broderick, who had been due to handle the lawsuit.

Mr Michael O'Connor, senior associate counsel and vice president of Chase Manhattan, said the bank now expected proceedings to accelerate and was seeking a meeting to present its pre-trial evidence to the new judge.

Mr O'Connor said Chase was aware of the hazards long ago. By proving liability, it would make it impossible to defend other cases, said Mr O'Connor.

T&N has denied liability and refused to comment yesterday. It has turned over thousands of internal documents to Chase lawyers.

A similar £75m case brought by Prudential Insurance of America was dismissed in 1992 and the UK group is said to be confident of victory again.

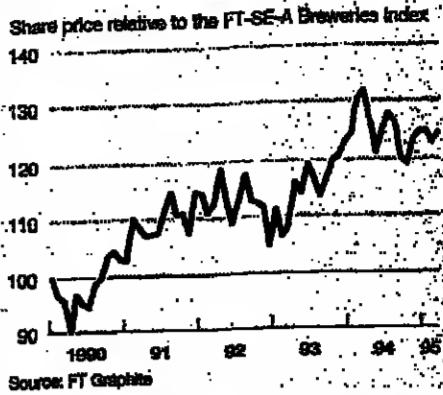
LEX COMMENT UK brewers

Industry consolidation has long been viewed as the cure to the ailments afflicting Britain's brewers. The market's excitement at the prospect of Scottish & Newcastle's buying Britain's second largest brewer, Courage, is therefore hardly surprising. The industry has been beset by flat volumes and falling margins. This has been sparked by more than 20 per cent overcapacity and increased competition following government moves to limit ties between brewers and pubs. But industry executives have long argued that a series of mergers within the industry would alleviate the pain, creating a cosier oligopoly, while removing some excess brewing capacity.

In reality, however, the industry's problems appear more deep-rooted. The Government has made strenuous efforts to force the sector to become more competitive. It could hardly sit back and watch the formation of something akin to a brewing cartel. Furthermore, it is unlikely that Bass will give up its number one position to S&N without a bit of a fight.

Finally, the reduction in capacity resulting from a possible S&N/Courage merger could prove disappointing. After all, no company likes to buy assets just to shut them down.

Scottish & Newcastle



Nonetheless, a merger should at least mark the beginning of an era of less aggressive competition. Brewery businesses could therefore become a steadier source of cash to fund the industry's push into faster growing and higher margin leisure activities, such as modern food and family oriented pubs.

Thomas Cook chief quits post

By Peggy Hollinger and David Blackwell

Mr Christopher Rodrigues is quitting his post as chief executive of Thomas Cook, the travel agent owned by Germany's Westdeutsche Landesbank.

Mr Rodrigues' departure comes just three months after he left the board of First Choice Holidays, 21 per cent owned by WestLB, after it became apparent that other multiple holiday retailers were suspicious of the strong Thomas Cook link.

Mr Rodrigues will be replaced as chief executive by Mr Hans Zierke, head of WestLB's London branch.

Thomas Cook also announced a sharp jump in pre-tax profits from £21.6m to £60.7m (£100m) because of a £39.4m gain on the disposal of the business travel operation. Gross sales were 8 per cent higher at £17.1bn. Revenues, which represent the commission received on holidays and travellers cheques, were 10 per cent higher at £65.6m.

Northern Electric dissidents threaten to call EGM

By David Wighton

Dissident Northern Electric shareholders are threatening to call an extraordinary general meeting unless the board enters talks with Trafalgar House about a new offer for the company by March 31.

Mr Guy Wyser-Pratte, who heads the US arbitrage firm Wyser-Pratte which owns 300,000 shares, has written to the board accusing it of breaching its fiduciary duty in its defence of Trafalgar House's original £1.2m bid.

Northern Electric's decision to offer a £560m package of benefits to its shareholders was one of the factors which prompted Professor Stephen Littlechild, the electricity regulator, to announce a review of the industry's pricing regime.

"The board of directors

therefore knew, or should have known, that these proposals would be unacceptable to Professor Littlechild and were therefore an inappropriate response to the offer by Trafalgar House."

Mr Wyser-Pratte is threatening to call an EGM to compel Northern to allow Trafalgar House to launch a new bid or to enter negotiations. He also told the Northern board he would "explore the possibility" of taking legal action against directors for breach of fiduciary duty to shareholders.

Wembley to report £36m loss

Wembley, the stadium and greyhound group, is expected to announce annual losses of about £36m (£60m) when it unveils its refinancing package next month, writes Tim Burt.

The company, which had originally planned to publish the figures today, has delayed the announcement while it seeks support from insti-

tutional investors for a £80m rights issue and £40m debt-for-equity swap.

It is expected to tell City fund managers that write-downs and exceptional items totalling £21m will leave the company with a cleaner balance sheet and better placed to exploit rising demand for venue bookings.

Hammerson asset rise disappoints

By Simon London,
Property Correspondent

Hammerson, the property company which has been reshaping its portfolio, disappointed the stock market with a 9.3 per cent rise in net asset value per share from 343p to 375p (615 cents) during 1994.

"Our evidence shows T&N was aware of the hazards long ago. By proving liability, it would make it impossible to defend other cases," said Mr O'Connor.

T&N has denied liability and refused to comment yesterday. It has turned over thousands of internal documents to Chase lawyers.

A similar £75m case brought by Prudential Insurance of America was dismissed in 1992 and the UK group is said to be confident of victory again.

erty portfolio for £245m.

Mr Ron Spinney, who took over as chief executive two years ago, said Hammerson's principal markets were now improving, although demand for offices remained patchy.

The group acquired 11 large properties during the year, spending a total of £35m. The largest acquisitions were 99 Bishopsgate in the City of London, the bomb-damaged office block which is being refurbished, as well as retail and office properties in Paris and two Canadian shopping malls.

Mr Spinney said the rebalancing of Hammerson's portfolio towards retail properties and continental Europe was now largely completed. He added that the company was still looking to make retail and office investments France and Germany.

Gehe is encouraged by AAH acceptances

By David Blackwell

Gehe yesterday extended until April 18 its £377.4m (£620m) offer for AAH, the pharmaceuticals retailer and distributor.

The German drugs wholesaler received acceptances for 1.92 per cent of the shares by 3pm last Friday - the first closing date. It now holds a total of 3.88 per cent.

Gehe said it was "very encouraged by the level of acceptances at this early stage". It continued to believe that the offer of 420p a share was generous, and had been pitched at the right level to succeed.

However, AAH described the level of acceptances as "low", demonstrating support for the board's argument that the hostile offer failed to reflect the true value of the group. It again urged shareholders to ignore the bid.

US buy for Celsis

Celsis, the biotechnology company, has acquired Integrated BioSolutions of New Jersey, a distributor of microbial testing equipment.

The consideration will be met with \$200,000 cash and the issue of up to 700,000 shares. 200,000 shares will be issued on completion, with the balance plus all the cash payable over the next year on condition that certain key employees are retained.

IHS had sales of \$2m in 1994.

United Energy

United Energy, the US-quoted oil and gas producer, incurred net losses of \$279,000 (£622,000) for 1994 against profits of £23,000. The company, with interests in the US and Europe, blamed the continued decline in prices.

Turnover was £2.52m (£3m) as a result of the lower prices and the sale of its interest in Humble Grove, Dorset. Losses per share were 1.1p, against earnings of 6.1p. There was no tax.

Mr John Billington, chairman, said the acquisition of two properties in the US would more than double the reserve base and daily production.

Nestor-BNA

A £4.5m exceptional loss on the sale of its hospitals and nursing homes division left Nestor-BNA, the healthcare group, £281,000 (£133,000) in the red for 1994.

MRA, the US-based business, had reduced its cost base, while BNA in the UK was performing well.

Royal Doulton to set up first overseas manufacturing plant

By Peggy Hollinger

Royal Doulton, the fine china company which has been based in England's Potteries region for 200 years, yesterday announced a sharp jump in annual profits and unveiled plans to build its first manufacturing operation abroad.

The move is an attempt to tap into the growing market for everyday tableware.

Royal Doulton is setting up a joint venture in Indonesia with Multiforma, a sanitaryware com-

pany, to produce mid-price fine china for North America and the Asia Pacific region, where Royal Doulton is currently unable to compete with cheaper Japanese products.

Mr Stuart Lyons, chief executive, stressed the venture would only produce fine china. It would not compete with the Staffordshire factories, which have produced bone china since 1796. Royal Doulton will invest £5.75m (£9.43m) in the project, and own 70 per cent.

The announcement came as

Royal Doulton to set up first overseas manufacturing plant

Improved efficiency helps Caradon cut £40m in costs

By Andrew Taylor,
Construction Correspondent

Caradon, the building products group, turned in pre-tax profits of £201.2m (£308m) for 1994, on turnover of £1.95bn.

The previous year's pre-tax result of £113.4m, on sales of £960.7m, included exceptional profits of £100.3m on the disposal of Carnarvon Metalbox.

The figures for 1994 included the first full-year contribution from Pillar, the building products business. Caradon acquired from RTZ for £209m in August 1993. On the basis of pro-forma figures for 1993 to include Pillar for a full 12 months, operating profits rose 24 per cent from £165.4m to £204.5m.

Mr Peter Jansen, chief execu-

tive, said a £40m reduction in costs due to improved efficiency was the biggest single reason for the rise in underlying profits. Margins in the core building material businesses had risen from 7.5 to 9.8 per cent.

Mr Jansen was cautious about prospects with UK markets having subsided, while economic growth in the US, which accounted for 38 per cent of group sales, was likely to be more limited this year, dampening demand for the company's products.

The shares ended 3p to 262p.

Operating profits in the UK on a pro-forma basis rose 35 per cent to £102.6m (£75.5m). US profits increased 21 per cent to £78.3m (£64.8m), in spite of a 23 per cent fall in

security printing profits to £26m (£50.4m). Profits in continental Europe, mainly from sales of radiators, dipped to £25m (£25.6m).

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Dividends paid per share (£)	Date of payment	Total for year	Total last year
Arco Energy ♦	Yr to Dec 31	83.4 (63.9)	6.09 (5.7)	1.4 (1.67)	-	-	-
Brae Broe	Yr to Dec 31	402.2 (253.9)	23.5 (19.1)	2.93 (2.27)	5.82 July 3	4.82 8.12	6.82
Canadian	Yr to Dec 31	1,890 (867.7)	20.2 (21.4)	1.92 (1.31)	6.61 June 2	6.08 9.3	8.91
Fitzalan ♦	Yr to Dec 31	282.8 (305.7)	8.43 (13.0)	2.18 (1.74)	1.251 Aug 18	2.225 3.5	3.5
Forth Ports	Yr to Dec 31	35.7 (33.1)	13.7 (8.8)	30 (21.4)	7.25 May 26	5 9.95</	

COMMODITIES AND AGRICULTURE

EU agrimoney review planned

By Caroline Southey
in Brussels

European Union farm ministers yesterday agreed to hold a special council on April 10 to consider changes to the agrimoney system following recent currency turmoil.

They are under pressure to review a system that has been in place since early February when the "switchover" part of the EU's complex "green money" system for converting farm subsidies into national currencies, was scrapped.

At present changes in green rates take place only in exceptional circumstances. In the case of the appreciation of a national currency, revaluation of the green rate is considered if the gap between it and the market rate exceeds 5 per-

centage points for more than 50 days, including an initial 10-day monitoring period.

If the difference remains above 5 points at the end of the 40-day "confirmation" period, agriculture ministers have to decide by how much the green rate should be realigned and how much compensation producers should be paid. The confirmation period has started for some currencies. It expires on April 14 for the Belgian and Luxembourg francs and on May 4 for the Dutch guilder and Austrian schilling.

Among changes being sought is an extension of the confirmation period, while Germany wants Brussels to finance all, instead of 50 or 75 per cent, of the compensation for producers affected.

'Worst over' for Britain's disgruntled pig farmers

By James Harding

"The end of the worst" was the most enthusiastic description one pig farmer could muster yesterday for the last month's surge in prices for pigmeat.

Of all the UK's disgruntled farmers, the ones with the most reason to be downcast in recent years have been the pig producers. While net farm income averaged across all types of farm rose in England by 11 per cent in 1993-94, last week's ministry of agriculture report on UK farm incomes showed pig and poultry farmers suffering a 7.1 per cent decline in their revenues.

However, with prices rising an average 2½ per cent a week in the last three recorded weeks, pushing the Average All Pigs Price up to 115.6p a kilogram deadweight for the week ending March 18th, industry observers believe the picture for pig farmers may not look so

drastic in 1995.

The underlying reason for the confidence, and the rise in price after months languishing below 100p, is the contraction in the European herd. The latest pigmeat forecast figures compiled in Brussels show that of all EU producers only France has registered any increase in meat output in the second half of last year.

In Germany, the December farm census shows the pig population down 5 per cent on a year earlier and forecasts 1995 pig production a further 4.1 per cent lower than 1994 output.

The February census for the Danish pig herd shows a gentle year-long decline in production, with the numbers 1.5 per cent lower than February 1994. The country's total pig production for the first half of 1995 is expected to be marginally lower than the same period a year earlier, but is expected to pick up in the second half of

the year.

Pig or declining production figures for the rest of Europe are sustaining pigmeat producers hopes that the recent price rises are not going to follow the all too familiar pattern of the last two years - a lurch upwards in UK prices that quickly goes beyond the Euro.

The price rises themselves may yet stimulate a further reduction in UK output as heavily indebted pig producers may take the opportunity of cashing in their pig businesses while the market is relatively buoyant.

"Some farmers will be asking themselves whether to take the money and run now when their pig crates may be worth

more than their debt," says Mr Dafydd Owen, pig adviser at the National Farmers' Union.

The uncertainties that hang over the industry, according to Mr Owen, may yet depress prices in the medium term and are enough in the near future to drive out those farmers who have just been waiting to recoup their losses.

In particular, the reduction in EU export refund payments to pig farmers settled outside Europe as envisaged in the General Agreement on Tariffs and Trade settlement and scheduled to come into force on July 1 could push up supply on the continent and act as a drag on prices, Mr Owen suggests.

Of the 950,000 tonnes of pigmeat exported out of the UK last year, 850,000 tonnes were supported by an export refund payment, albeit often a small one. The Gatt limits the pay-

ments to 490,000 tonnes for 1995-96, potentially leaving a few hundred thousand tonnes to be disposed of on the European market.

The NFU is also concerned about the forthcoming animal welfare regulations for the pig industry in the UK which will include a ban on farrowing crates and tethers, forcing farmers to invest in new housing for their pigs. When the ban comes into force in 1998, it will cost farmers £2.70 per pig, equivalent to 15 to 20 per cent of the profit margin on the animal, the NFU estimates.

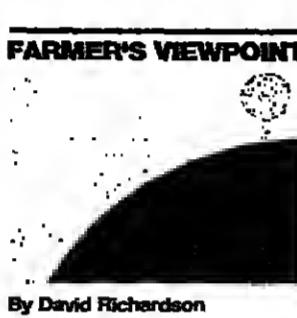
With such obstacles in view, few pig farmers are in a mood to get excited about the recent price recovery. The common view is summed up by Mr Owen's sombre appraisal: "The only difference the last three weeks have made is pig producers now worried about next week rather than tomorrow".

America's confident growers have a mission to succeed

Many successful extroverts in the US agricultural sector seem to believe themselves to be chosen to feed the world

Every time I visit the US I am impressed by the "can do" attitude of its farmers. My views may be coloured by the characters of those I tend to visit - successful extroverts who welcome visitors and want to talk. Indeed I have seldom met a US farmer who does not fit that description. It is only a slight exaggeration to suggest that as they drive their 4x4 pickups around their broad acres many believe themselves to be chosen to feed the world.

Last week in Colorado, in the Mid-West, I thought I detected an even greater determination to prove that US farmers are the most productive, the most efficient and the most competitive anywhere. The reasons behind those feelings were the North American Free Trade Agreement between Mexico, Canada and the US, and the General Agreement on Tariffs and Trade settlement, which will eventually bring about



By David Richardson

freer trade between the US and most of the rest of the world. The reduction and removal of trade restrictions with other countries seem to many American farmers the key to opening the door to their own expansion. Indeed some have already started expanding and are gambling heavily on profitable exports markets being available when their production is ready for sale. The fact that the Mexican Peso has halved in value since the Nafta was

signed, cutting the value of US exports to that country, has not exactly helped, of course. But that little setback has not dampened the enthusiasm of the expansion-minded.

A pig farmer I visited 220km south of Denver (but still in Colorado) illustrates the point. He and his family are already well established in pig production near the Canadian border in North Dakota. Winters are severe at such latitudes and pigs have to be kept inside to avoid terminal frostbite. But in southern Colorado, New Mexico, and the Texas and Oklahoma panhandles the weather and the land are ideal for outdoor pig systems, developed incidentally in the UK.

This northerner has therefore purchased 6,000 acres of ex-cattle grazing country at about \$100 an acre. The first 1,500 breeding sows are already on the first 1,000 acres and within 12 months it is intended that a further 7,500

sows and their piglets will be running over the rest. External investors have put up some of the money, a system commonly used in the US to finance the purchase and feeding of beef cattle and also some kinds of irrigated farming.

When I asked the farmer if being a pioneer worried him he shrugged and said he was not the only one developing such a business. He cited several examples of integrated pig enterprises - that is close alliances of feed manufacturers, pig farmers and meat processors - far bigger than his.

Another company was said to be putting in a pig production unit of 80,000 sows with Japanese finance; and that source of funding would be significant. Although US consumption of pig meat has been static for many years the biggest potential market for such increased US production is south east Asia - especially Japan. Reduced tariff barriers

with such countries as a result of the Gatt settlement will, it is believed, make profitable trade that is not so at present.

It should, however, be made clear that the agreed reduction in tariffs is progressive and the most significant benefits for US farmers will not be realised for four or five years. In other words the pig expansion I witnessed and heard about may be somewhat premature.

A similar situation exists with US beef. The national herd has been expanding steadily for several years. This year it is forecast to increase by a further 2 per cent and in spite of widespread predictions by industry analysts of over-supply and disastrously low prices by 1998-97 there is no sign of a let up in the rise in production.

Those same analysts point out that the US exports only 6 to 7 per cent of its total production of beef and that therefore takes an increase of

almost 20 per cent in exports to absorb a 1 per cent increase in domestic production. They have also given reminders that the normal 10-year "boom and bust" beef cycle is about to burst and hit producers.

But cattlemen have not responded by cutting production, probably, it is thought, because they believe Gatt-promoted exports will take care of any surplus. Here again South East Asia is the main target market. Although the European Union is still very much on the list as a potential customer.

I reminded beef industry representatives of the ban on US imports into the European Union because of the 6-year ban-on meat from cattle implanted with growth-promoting hormones. The reply was the standard one - there is no scientific evidence that approved hormones are dangerous. The World Trade Organisation (the successor to

Gatt) will adjudicate - almost certainly in our favour."

I got a similar dusty reply when I asked a representative of the milk industry, who also happened to be a trade adviser to President Clinton, whether he hoped to export to the EU butter and cheese that might be manufactured from milk produced with the help of Bovine Somatotropin, which like beef growth promoters, is now permitted in the US but not in the EU.

He explained that it was, and would remain, US government policy to make agriculture stand on its own feet without aid by the year 2000. That would be the case, he assured me, whichever party were in power. What US farmers had to do, he concluded, was to make themselves the most efficient producers in order to stay competitive on a world scale. If that meant using hormones and BST that is what US farmers should do.

MARKET REPORT

Coffee off highs

London Commodity Exchange robusta COFFEE futures ended firm on mixed buying yesterday but well off highs. The May delivery contract ended up \$13 at \$3,019 a tonne after touching \$3,078. Dealers said the market looked steadier after slumping last week to four-week lows on uncertainty over Brazil's coffee policy. "The market is sick and tired of the contradictions," said one, referring to the recent failure of exporters and growers to agree on export quotas.

A slowing in COPPER's upward momentum and a general lack of any significant volume of fresh orders put base metals prices under pressure at the London Metal Exchange.

"There was some buying on dips but I think consumers can sense a downside move, particularly if copper falls back below \$2,900," a trader said. It closed yesterday at \$2,940.50 a tonne, little changed on the day, but eased a few dollars in after hours trading. Compiled from Reuters

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Amalgamated Metal Trading)

■ ALUMINUM, 60% PURITY (5 per tonne)

Close 1832.4 1855.2 Previous 1845.5-6.5 1855.4-5 High/Low 1870/1877 AM Official 1850-50.5 1855-60 Kurs close 1855-6.5 Open Int. 216,104 Total daily turnover 43,214

■ ALUMINUM ALLOY (5 per tonne)

Close 1850-40 1855-40 Previous 1855-40 1855-40 High/Low 1850/1855 AM Official 1830-40 1835-40 Kurs close 1835-40 Open Int. 2,578 Total daily turnover 1,461

■ LEAD (5 per tonne)

Close 603.4 618.7 Previous 612.4 625.7 High/Low 620/621.5 AM Official 612.5-3.0 612.5-3.0 Kurs close 613.4 Open Int. 36,544 Total daily turnover 3,744

■ NICKEL (5 per tonne)

Close 704.50 777.20 Previous 775.00 785.25 High/Low 795/795 AM Official 764.50-60 764.50-60 Kurs close 775.00-60 Open Int. 58,435 Total daily turnover 16,987

■ TIN (5 per tonne)

Close 5745-55 5765-60 Previous 5780-60 5765-60 High/Low 5800/5810 AM Official 5740-55 5760-60 Kurs close 5780-60 Open Int. 20,076 Total daily turnover 33,861

■ ZINC, special high grade (5 per tonne)

Close 1027.8 1054.4 Previous 1037.8 1063.4 High/Low 1050/1054.5 AM Official 1022-23 1050-1 Kurs close 1046-7 Open Int. 97,795 Total daily turnover 33,861

■ COPPER, grade A (5 per tonne)

Close 1297.8 1294.1 Previous 1292.1 1294.1 High/Low 1292.1-1297.8 AM Official 1280-23 1280-23 Kurs close 1292.1-1297.8 Open Int. 230,233 Total daily turnover 63,338

■ LME COTTON (5,000 bales/tonne)

Close 17.25 17.25 Previous 17.25 17.25 High/Low 17.25-17.25 AM Official 17.25-17.25 Kurs close 17.25-17.25 Open Int. 1,500 Total daily turnover 1,500

■ CRUDE OIL NYMEX (42,000 US gallons/bbl)

Close 17.45 17.75 Previous 17.45 17.75 High/Low 17.45-17.75 AM Official 17.45-17.75 Kurs close 17.45-17.75 Open Int. 10,076 Total daily turnover 1,500

■ GOLD/TROY oz

Close 381.70-382.10 382.10-382.50 Previous 382.10-382.50 382.50-382.80 High/Low 382.20-382.50 382.50-382.80 AM Official 382.20-382.50 Kurs close 382.20-382.50 Open Int. 382.20-382.50 Total daily turnover 3,500

■ PRECIOUS METALS

London Bullion Market

(Prices supplied by N.M. Rothschild)

■ GOLD/TROY oz

Close 381.70-382.10 382.10-382.50 Previous 382.10-382.50 382.50-382.80 High/Low 382.20-382.50 382.50-382.80 AM Official 382.20-382.50 Kurs close 382.20-382.50 Open Int. 382.20-382.50 Total daily turnover 3,500

■ SILVER/TROY oz

Close 138.50-139.50 139.50-140.50 Previous 139.50-140.50 140.50-141.50 High/Low 139.50-140.50 140.50-141.50 AM Official 139.50-140.50 Kurs close 139.50-140.50 Open Int. 1,200 Total daily turnover 1,500

■ PLATINUM/TROY oz

Close 1,070.00-1,075.00 1,075.00-1,080.00 Previous 1,075.00-1,080.00 1,080.00-1,085.00 High/Low 1,075.00-1,080.00 1,080.00-1,085.00 AM Official 1,075.00-1,080.00 Kurs close 1,075.00-1,080.00 Open Int. 1,075.00-1,080.00 Total daily turnover 1,500

■ RHODIUM/TROY oz

Close 1,080.00-1,085.00 1,085.00-1,090.00 Previous 1,085.00-1,090.00 1,090.00-1,095.00 High/Low 1,085.00-1,090.00 1,090.00-1,095.00 AM Official 1,085.00-1,090.00 Kurs close 1,085.00-1,090.00 Open Int. 1,085.00-1,090.00 Total daily turnover 1,500

■ IRIDIUM/TROY oz

Close 1,080.00-1,085.00 1,085.00-1,090.00 Previous 1,085.00-1,090.00 1,090.00-1,095.00 High/Low 1,085.0

INTERNATIONAL CAPITAL MARKETS

US Treasury prices flat after early gains

By Lisa Branstetter in New York and Martin Brice in London

US Treasury bond prices were mostly flat by late yesterday morning, in spite of weaker than expected figures on February home sales that gave a solid boost to the market in early morning trading.

In late morning, the benchmark 30-year Treasury was unchanged at 103.4 to yield 7.356 per cent. At the short end of the market, the two-year note was up 1/16 at 100.7, yielding 6.606 per cent.

The long bond yield fell to 7.35 early in the morning after figures on home sales came in much weaker than expected. The National Association of Realtors said sales of existing single-family homes dropped 5 per cent from January to February, while most economists had expected a decrease in the range of 1 to 2.4 per cent.

Later in the morning, how-

ever, the long bond yield climbed back toward 7.36 as Treasuries gave up their early morning gains.

Buying was stronger in the middle of the yield curve, where seven and 10-year notes outperformed the rest of the maturity spectrum, with each up 1/16 in the late morning.

The slowdown in home buying supported most economists' belief that the Federal Reserve will not raise interest rates at today's meeting of its Open Market Committee.

Also supporting the bond market was a relatively stable dollar. By late morning, the US currency was stronger against the yen, while modestly weaker against the D-Mark.

European government bond markets were treading water yesterday, with investment decisions awaiting the results of today's US Federal Open Market Committee meeting.

Traders now expect support is at 91.87, but expect range-

and the Bundesbank Council meeting on Thursday. "There is a lot of nervousness out there," said one analyst.

Many analysts say the price of US Treasuries already reflects an expectation that there will be no increase in short-term interest rates, and they do not expect the Bundesbank Council to cut rates.

GOVERNMENT BONDS

■ German government bonds fell a touch in largely technical trading, with the June bond future on Liffe closing at 91.93, down 0.19 on the day.

Bunds were lifted slightly by preliminary west German March consumer prices, which rose 2.4 per cent, but then the market tested and broke the support level.

Traders now expect support is at 91.87, but expect range-

bound trading until the Bundesbank Council meeting.

Mr Stefan Schneider at S.G. Warburg in Frankfurt said: "Until Thursday, everything is on hold. There are no economic data which could move the market in any direction."

■ UK government bonds moved lower in quiet trading, as investors focused on the FOMC and the Bundesbank.

One trader said: "Cash is almost non-existent." Action in futures was also slow, with just 22,000 lots traded, a low figure just two days before an auction on Wednesday, when £2m of 8 per cent gilts due 2015 are to be sold.

Mr Andrew Roberts at UBS in London said: "The auction is playing third string behind the FOMC meeting and the Bundesbank Council."

The long gilt futures contract on Liffe closed at 91.87, down 0.19 on the day.

down & The UK 10-year yield spread over Germany was around 147 basis points in late trading.

■ Figures for inflation in Italy suggested rising trend. The producer price index rose by the expected 5.6 per cent, and the wholesale price index by 6 per cent.

Mr Graham McDevitt at Paris Capital Markets said: "The market is hoping that next week we will get something on pensions reform. Sentiment remains reasonably fragile."

The June BTP future on Liffe broke a support level of 94 and closed at 94.38, up 1.14. The yield spread over bonds was 622 basis points in late trading.

■ The June notional bond futures contract on Matif fell by 0.14 to 112.63. The yield premium of French bonds over German bonds was around 72 basis points.

Hopes rise of debt deal for former Yugoslav republics

By Connor Middelmann

By Richard Lapper

Debt traders in London are increasingly optimistic that the former Yugoslav republics may be able to reschedule more than \$4.3bn in commercial bank debt - despite recent signs of an escalation of military activity in Bosnia.

Hopes of a series of bilateral deals between bank creditors and the former republics were boosted by news last week that the Croatian government had secured a Paris Club deal to reschedule its government debt.

Any agreement would be likely to lead to a sharp increase in the price of the debt on the secondary market, where paper rescheduled under Yugoslavia's new financing agreement of 1992 is currently trading at about 25 cents in the dollar.

The Croatian government agreed last week to reschedule almost \$1bn of debt over 14 years with a grace period of two years, following the failure of earlier efforts to secure more generous terms.

The breakthrough has led traders to believe that other republics could achieve similar deals.

Both Slovenia and Croatia (which accounts for about a quarter of the total debt of the former Yugoslav republics) have held negotiations with creditor banks, while Macedonia (about 6.5 per cent) has held informal meetings with its banks.

None of the republics has been current with their debt obligations since 1992, although Slovenia - which holds about 14 per cent of the overall commercial debt - has been making payments to an escrow account since January 1993.

Austria to scale down steel group privatisation

By Connor Middelmann

Austria's state holding company OIAG said yesterday that it is to scale down the size and terms of a planned sale of shares in specialty steel manufacturer Böhler-Uddeholm.

Only 3m new shares in the company are now to be sold, at a price of Schs50 to Schs60 per share. That compares with original plans to sell 8.25m

months" and are loath to realising losses on existing holdings to free up funds to invest in new issues.

Although OIAG is likely to be constrained from selling its shares in Böhler-Uddeholm for some time under a lock-up provision, its 5.25m share float is nevertheless expected to overhang the market.

Everyone knows they want to sell them as soon as they can," said one dealer. This could also weigh on the sale of shares in VA Stahl, the other Austrian steel manufacturer owned by OIAG, which is thought to be scheduled for the second half of the year.

Böhler-Uddeholm is the latest casualty of difficult stock market conditions in Europe.

Last week, two large European IPOs were pulled for the same reason: Sweden's Electrolux withdrew the planned sale of its aluminium and metalworking subsidiary Gränges, and German pharmaceuticals company Schwarz Pharma postponed its planned IPO.

● Repsol SA could increase the amount of its current share offering to 15 per cent of capital from 13.5 per cent on the basis of heavy retail demand so far, Reuters reports.

A spokesman for Repsol said the possibility of raising the amount was envisaged in the Spanish cabinet's approval this month of an offering of up to 15 per cent. A decision will probably not be taken before April 7, however, after response to the institutional franchise is seen.

The state currently owns 40.5 per cent of Repsol through the National Hydrocarbons Institute.

The sale would generate up to Pta3.6bn at current market prices if the entire 15 per cent were placed.

Repsol shares closed at Pta3.645 yesterday.

World Bank awards mandate for DM3bn global

By Antonia Sharpe

The World Bank yesterday awarded the mandate for its third D-Mark global bond offering to Deutsche Bank and Goldman Sachs. The issue is expected to be launched early next week.

If the offering raises the expected DM3bn it will be the largest single transaction in

INTERNATIONAL BONDS

the D-Mark sector since the supranational's inaugural D-Mark global bond launched in September 1993.

The bonds, which are likely to have a maturity of 10 years, are expected to be priced to yield between 12 and 15 basis points over bonds.

Mr Juniusindo Oliveros, senior manager of the European funding division at the World Bank, said he hoped

that the dynamics of the bookbuilding process would allow the bank to achieve the lower end of the price range. He added that the issue would complete the bulk of the World Bank's D-Mark group funding requirements of \$6bn equivalent for 1994-95, although there would still be room for some swap-driven transactions.

The bank's total funding programme for the year to end-June is \$8.5bn.

Among yesterday's new issues, a 10-year eurobond offering from Nestlé, the Swiss food giant, failed to get the warm reception the market usually gives to its deals.

Syndicate managers also noted that Nestlé's bonds were mainly bought by Swiss and Benelux retail investors who preferred maturities of up to five years. They said launching the deal at lunchtime also contributed to the slow start.

The uneasy launch was

reflected in the spread, which widened out to around 184 basis points, but lead manager UBS said it had only bought back \$7m once syndicate broke and was confident that the spread would tighten quickly.

UBS kept \$168m of the offering and syndicated the remainder to 10 other banks. Nestlé is believed to have left the proceeds in fixed-rate dollars.

Two Spanish banks are expected to enter the eurobond market with subordinated bond issues this week.

Argentaria is likely to become the first issuer of Euro-preferred stock denominated in D-Marks. The novel offering, via Merrill Lynch, is likely to be launched today and to raise between DM200m and DM300m.

Banco Central Hispano Americano is seeking to raise \$150m through an offering of 10-year floating-rate notes later this week.

The margin on the offering, via Goldman Sachs, is expected to be around 75 basis points over Libor.

WORLD BOND PRICES**BENCHMARK GOVERNMENT BONDS**

	Coupon	Red Date	Price	Days' change	High	Low	Week ago	Month
Australia	8.000	08/04	93.4600	-0.64	10.09	10.22	10.18	10.18
Austria	7.500	01/05	105.0000	+0.010	7.42	7.43	7.87	7.87
Belgium	7.750	10/05	104.0000	+0.02	8.02	8.04	8.05	8.05
Canada	8.000	12/04	102.0000	-0.400	8.81	8.87	8.83	8.83
Denmark	7.000	12/04	97.9700	-0.130	8.83	8.98	8.86	8.86
France	8.000	05/09	101.0000	+0.050	7.59	7.60	7.27	7.27
GAT	7.500	04/05	97.2700	-0.150	7.89	7.96	7.95	7.95
Germany	7.375	01/05	101.2000	-0.200	7.18	7.13	7.49	7.49
Ireland	8.000	01/05	101.0000	-0.100	8.02	8.03	8.05	8.05
Italy	8.500	01/05	101.1000	-0.100	8.78	8.82	8.56	8.56
Japan	4.800	06/09	106.1900	-0.355	3.11	3.21	3.34	3.34
No 119	4.900	03/04	104.9100	-0.400	3.89	3.96	4.59	4.59
No 174	4.900	03/04	104.9100	-0.400	3.89	3.96	4.59	4.59
Netherlands	7.750	03/05	102.9300	+0.030	7.32	7.34	7.62	7.62
Portugal	11.075	02/04	92.0000	-0.020	12.13	11.98	11.65	11.65
Spain	10.000	02/05	93.7000	-0.080	10.18	10.20	9.44	9.44
UK Gilt	8.000	02/05	97.2300	-0.220	11.23	11.32	10.66	10.66
US Treasury	7.825	02/25	103.03	+0.502	7.37	7.38	7.54	7.54
ECU (French Govt)	8.000	04/04	85.3200	-0.010	8.49	8.49	8.39	8.39
London closing, New York mid-day								
Yield								
F/Gross (including withholding tax at 12.5 per cent payable by nonresident)								
Price US, UK at 30 days, others in decimal								

Source: MMS International

E BUND FUTURES OPTIONS (LIFFE) DM250,000 points of 100%

■ NOTIONAL ITALIAN GOVT. BOND (BTP) FUTURES (LIFFE) Line 200m of 100% of 100%

Open Sett. Price Change High Low Est. vol. Open Int.

Jun 93.35 94.22 +0.05 94.48 93.35 43241 48633

Ex. vol. tota. Calls 7703 Puts 6945. Previous day's open int. Calls 12025 Puts 10703

■ NOTIONAL ITALIAN GOVT. BOND (BTP) FUTURES OPTIONS (LIFFE) Line 200m of 100% of 100%

Open Sett. Price Change High Low Est. vol. Open Int.

Jun 93.35 94.22 +0.05 94.48 93.35 43241 48633

Ex. vol. tota. Calls 2472 Puts 3002. Previous day's open int. Calls 3278 Puts 2803

■ NOTIONAL SPANISH BOND FUTURES (MEFF) (LIFFE)

Open Sett. Price Change High Low Est. vol. Open Int.

Jun 81.40 81.

CURRENCIES AND MONEY

MARKETS REPORT

Dollar loses ground in late thin trading

The dollar weakened in late European trading yesterday as selling, thought to be by a US-based fund, injected some life into an otherwise lacklustre market.

Trading was thin in most currencies ahead of today's meeting in Washington of the Federal Open Market Committee and Thursday's meeting of the Bundesbank Council.

The dollar's late decline, which clipped about 1% off the London closing rate of DM1.4087 and pushed the US currency below \$8 yen, had an adverse impact on sterling. The pound had been buoyed by Mr Eddie George, the governor of the Bank of England, who remarked in Helsinki that sterling's recent weakness had been no more than a wobble.

Currencies in the European exchange rate mechanism closed little changed. Although analysts generally do not expect any rise in US or fall in German short term interest rates to emerge from this

week's central bank deliberations, the slim possibility of change was enough to subdue market activity and give hard pressed currencies such as the French franc, Spanish peseta and Italian lira a respite from D-Mark strength.

The dollar's late tumble provided one of the few talking points in a market otherwise bemused ahead of the FOMC meeting. Although the decline took place in a thin market, it was seen by some analysts as a harbinger of further weakness in the event of a decision to keep US rates unchanged.

However, any move by the Fed to raise rates would be certain to catch the market unprepared, a sobering note for US economists yesterday found

that none expected any change in policy following the recent easing of activity in the housing and retail sectors.

Before its decline in late trading, the dollar had closed in London at DM1.4087, down from DM1.4128 on Friday, but higher against the yen at \$8.305 against \$8.2725. It weakened slightly against the pound, which closed in London at \$1.6665 against \$1.5932 previously.

The surprise news that Mr John Li-Worke was resigning as a governor of the Federal Reserve Board came after European trading. It had no market impact and was not expected to affect the outcome of the FOMC meeting.

The dollar's woes helped push the pound down by more than 1% premium from early highs against the D-mark. It closed in London at DM2.249, little changed from Friday's DM2.2509, after touching DM2.26 at one point. Sterling

then fluctuated between DM2.245 and 2.24 in late dealing.

Strong economic fundamentals, exemplified by Friday's news of a sharp reduction in the current account deficit last year, were offset by the continuing political weakness of Mr John Major's Conservative government. Mr Adrian Cunningham, senior currency

analyst at UBS in London, said sterling held up relatively well following weekend suggestions that Mr Major might face a challenge to his leadership from within his party.

Adding sentiment were Mr George's observations that the recent weakness of sterling was nothing more than a "wobble". On its trade-weighted index, the measure watched most closely by both the Treasury and Bank of England, sterling closed at 85.4, down from 85.6 on Friday, but safely above recent lows.

peseta at Pta91.64 against Pta91.63 previously. The Italian lira also posted modest gains closing at L1209 against the D-mark against L1218 before the weekend.

However, there was little optimism that European currencies would stay calm, if as expected, the Bundesbank decides against cutting interest rates on Thursday.

Italy's political and budget problems remain grievous while Italian producer and wholesale price data yesterday provided new evidence of growing inflationary pressures.

The French franc appears vulnerable to falling business optimism and jitters ahead of the French presidential elections next month.

The German currency was slightly easier against the

US dollar, ending at 103.5 against 103.6 previously.

Early profit-taking in the D-mark helped the Swiss franc touch a four year high against the German currency and brought relief to the embattled currencies of southern Europe.

The D-mark closed at 0.824 Swiss francs against 0.822 on Friday and at 3.518 French francs, unchanged from Friday.

The German currency was slightly easier against the

Swiss franc, ending at 1.075 against 1.076 previously.

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Early profit-taking in the D

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OFFSHORE INSURANCES

MARKET REPORT

UK shares cautiously await the FOMC meeting

By Terry Byland,
UK Stock Market Editor

A trading session well stocked with corporate developments saw the UK stock market remain cautious ahead of today's meeting of the US Federal Reserve's Open Market Committee. The Footsie scaled new heights for 1995 in early trading, but closed a shade easier on the day as Wall Street made a slow start to the new trading session.

The final reading showed the FT-SE 100-share Index down 3.5 at 3,149.8, casting a shadow over the 3,150 mark, which has been identified as a significant testing level. While few analysts expect any

change in interest rates from either the FOMC meeting today, or the Bundesbank meeting on Thursday, London is much more relaxed about interest rate prospects than a month ago.

However, neither sterling nor UK bonds could hold on to early firmness and the stock market was not severely tested in either direction. Although equity investors appeared to remain convinced of the prospects for economic recovery and subdued inflation in the UK, there were some hints that further rights issues might inhibit the Footsie in the near term.

At best, the Footsie touched 3,170.2 early in the day. This was a

very good performance, particularly in view of the heavy list of blue chip stocks facing ex-dividend price adjustments, which effectively restrained the Footsie by around 12 points.

But trading volume was slow to expand and market specialists restricted their attention to a handful of special situations, not all of which came as any great surprise.

Shares in Scottish & Newcastle made a low key response to the Dow's confirmation that it is discussing with Foster's, or Australia, the possibility of a deal over the Courage brewing businesses. Such a move has been widely mooted and the statement gave the

equity market little new to bite on.

Trading statements from Inchcape and also from Pearson, which owns the Financial Times, failed to please the market. Market indices lost their early shine as investors backed away ahead of the opening on Wall Street, which came one hour later than previously in the London session because of the change to summer time in the UK.

Late dealings saw the UK market following Wall Street step by step; the Dow Jones Industrial Average was up by just under 2 points when London closed for the day. The broad range of the London market was equally irresolute. The FT-SE Mid 250 Index edged up to 3,419.9,

while the FT-SE A 350 Index, at 1,561.4, shaded by 1.4 from Friday's new 1994 peak.

Trading volume, as measured through the Seag network, dipped to 562.5m shares from over 800m on Friday, when retail, or customer, business was worth £1.7bn.

Volume in non-Footsie stocks increased to make up around 52 per cent of the Seag total. This was seen as an indication of recovery of confidence by private investors in the UK. Sharelink, the Birmingham based dealer-only stockbroker, which operates largely on behalf of private investors, rose sharply after admitting that it is in talks which may lead to a bid.

US cool on drugs stock

Pharmaceuticals group SmithKline Beecham weakened as US interest showed signs of fading. Leading US brokerage Morgan Stanley, which has had the company on its international buy list since October, turned more cautious yesterday.

The stock has risen by more than 100p over the past six months and Morgan Stanley argued that, while it may still appear cheap compared to some US rivals, it is now well up with events in the UK. It expects the stock to tread water until the third quarter when the effects of the patent expiry of Tagamet, SmithKline's key ulcer drug, will start to be overtaken by internal growth.

US holdings are now above 24 per cent, but some London dealers who target American Depository Receipts believe Morgan Stanley's move will mark a change. The Units, which reflect the views of US investors, lost 4% at 430p.

Sharelink surges

Execution-only stockbroker Sharelink delivered one of the most powerful performances in the market after the broker said it was involved in talks which could lead to a bid.

Sharelink was at pains to point out, however, that any offer would only be at a "modest premium" to the current

share price. The shares raced ahead early yesterday, topping 20p for the first time since November last year; they set a net 26 higher at 204p.

Talk in the market suggested that likely bidders for the company could include US groups Charles Schwab or Fidelity, or a UK financial institution.

Sharelink shared peaked at 428p in November 1993, having been floated at 250p in July 1993. However, the group began to suffer from low market volumes which eventually prompted the group to issue a warning in September that it would incur a loss of around £500,000. The shares dropped to a record low of 138p on March 16.

Inchcape setback

Shares in Inchcape tumbled to 27p in heavy trading of 6.2m after the international services and marketing group issued its third profit warning since the beginning of 1994. The sharp decline made it the day's worst performing stock among FT-SE 100 constituents.

The group confirmed a decline in last year's profits, from £271.4m in 1993 to £228.4m. However, it was a warning that first-half figures in 1995 are likely to be significantly below those of the same period last year – and lower than 1994's second half – that sent the shares into retreat. Inchcape blamed the poor outlook for car markets and the strength of the yen.

Brokers moved to downgrade current year profits forecasts. Robert Fleming cut its estimate by 20m to £210m, while ABN-Amro Hoare Govett is believed to have reduced its

forecast by about 540m to around 2150m.

One analyst, who refused to be named, said: "The shares will remain under a cloud while the uncertainty remains, although they will be supported at the lower levels by the market."

Shares in Pearson, the media conglomerate which owns the Financial Times, experienced volatile trading as the group announced its 1994 figures. The stock jumped 15 at the start of the year, while CSE, higher at 360p, has links with Vesa, which took a 10.5 per cent stake in the UK telecoms company earlier this year.

The water sector met a bout of sustained selling pressure ahead of a critical examination of the companies in a television programme last night. In the leaders, Severn Trent, 504p, and North West, 520p, fell 9 each, and Anglian 10 to 465p.

Household products group Reckitt & Colman improved 6%

to 635p rd. However, NatWest Securities recommended selling the tightly traded stock, arguing that the market had overvalued its prospects.

Pharmaceuticals leader Glaxo improved 4 to 715p, with S.G. Warburg, the company's broker, saying the takeover of Wellcome and the subsequent job cuts will ultimately leave the shares fairly valued at 800p each.

Cazenove, which never commented on market rumours, was also said to be recommending the stock to clients. Most securities houses have prepared or are preparing recommendations on the assumption that the new group will shed some 170p.

Lloyds Bank improved to 807.4p rd, boosted by news that the bank will not have to increase its offer for Cheltenham & Gloucester Building Society.

A buy recommendation published by BZW was said to have been the driving force behind the composite insurances where Commercial Union led the pack, the shares advancing to 537p, ex-dividend, on turnover of 1.6m.

"The 1995 dividend is set to be up to 90 per cent covered by life earnings alone and the 6.5 per cent prospective yield thus woefully undervalues the prospects for this blue-chip composite," BZW said.

Confirmation that brewing and leisure company Scottish & Newcastle was in talks with Foster's over the acquisition of part or all of Courage, the brewing giant, prompted talk of a rights issue to fund the acquisition. The shares weakened 3 to 511p on the talk in active trading of 6.2m.

Elsewhere in the sector, Allied Domecq gave up 6% to 531p, with S.G. Warburg said to be negative on the stock. Volume stood at 1.2m at the close.

Among retailing stocks, Marks and Spencer hardened 2 to 416p on volume of 5.1m.

The water sector was up 1.5% to 1,511p, with 1.2m.

Argos may bid for jeweller Signet Group left the former 9 lighter at 33p, while the latter firmed 3% to 17p.

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WORLD STOCK MARKETS

EUROPE										WORLD STOCK MARKETS										ASIA/PACIFIC											
FRANCE (Mar 27 / Frs)					GERMANY (Mar 27 / DMs)					SWITZERLAND (Mar 27 / Frs)					HONG KONG (Mar 27 / HK\$)					TOKYO (Mar 27 / Yen)					SINGAPORE (Mar 27 / S\$)						
+/-	High	Low	Vch	Prc	+/-	High	Low	Vch	Prc	+/-	High	Low	Vch	Prc	+/-	High	Low	Vch	Prc	+/-	High	Low	Vch	Prc	+/-	High	Low	Vch	Prc		
Austria	1,845	-	2,022	1,541	3.2	ACF	181.00	-0.70	173.95	169	-	Oras	360	+1.50	320.26	30.2	Spirax	436	+1.50	320.26	30.2	Globe	720	+1.11	321.12	31.2	1,200	1,200	1,200	1,200	1,200
Balkans	300	-	320	251	1.2	Alcatel	772	+1.00	760	120	-	Pirelli	510.70	+2.50	517.50	27.4	Stora	500	+0.50	500.50	84	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Baltic	451	-1	520	451	1.2	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Bulgaria	549	-	581	517	1.7	Alcatel	240.30	-0.71	232.70	230.30	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Croatia	240	-	260	220	1.2	Alcatel	240.30	-0.71	232.70	230.30	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Czech	2,078	-	2,118	2,020	1.2	Alcatel	240.30	-0.71	232.70	230.30	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
EFTA	2,078	-	2,118	2,020	1.2	Alcatel	240.30	-0.71	232.70	230.30	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Estonia	1,215	-	1,424	1,176	1.2	Alcatel	240.30	-0.71	232.70	230.30	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Lithuania	900	-	985	900	0.5	Alcatel	375	+1.00	370	310	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Danish	904	-	937	875	1.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Portugal	720	-	740	652	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Sweden	322	-	348	325	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
United Kingdom	1,215	-	1,242	1,176	1.2	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Finland	560	-	580	560	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Norway	560	-	580	560	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Iceland	560	-	580	560	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Portugal	470	-	490	450	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
Spain	470	-	490	450	0.5	Alcatel	305	+3.44	350	342	-	Philips	100.00	+1.00	101.00	2.0	Swissair	436	+1.50	320.26	30.2	Imperial	720	+1.11	721.25	12.5	1,200	1,200	1,200	1,200	1,200
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Portugal	470	-	490	450	0.																										

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FINANCIAL TIMES SURVEY

POLAND

Tuesday March 28 1995

ECONOMY
Pensioners are the most powerful political lobby in the country: Page 8



Lech Wałęsa (left) is bidding to stay in the presidential palace for another five years against likely candidates such as Alexander Kwaśniewski (right). The election takes place in the autumn (See page 8)

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Editorial production: Roy Terry	

Poland faces six months of political theatre as President Lech Wałęsa fights for re-election to another five-year presidential term in the autumn. But the economy is poised for another year of rapid, export-led growth and millions of Poles away from the hot-house political salons of Warsaw are unlikely to be too distracted by the intrigues and intra-party feuding which characterises the political scene.

The presidential election campaign will rumble along as yet unpredictable course because Mr Wałęsa's main opponents have still to declare themselves. But the risk of further political turmoil was averted on March 3 when Alexander Olszak, a former communist minister, was sworn in as the prime minister of a new coalition government.

The formation of a new government removed the spectre of a dangerous political vacuum created by Mr Wałęsa's personal attack on Waldemar Pawłak, the former prime minister, which carried with it the risk of dissolution of parliament and early general elections coinciding with the presidential campaign. The new coalition government is dominated by the former communists-turned-social-democrats of the Democratic Left Alliance (SLD) while the former coalition was led by Mr Pawłak's Peasant Party (PSL), which also has its roots in the communist past.

The two parties forged a government alliance after the September 1991 elections which saw a shift of votes back to "left-wing" parties, accompanied by a humiliating defeat for the anti-communist Solidarity party and a plethora of small

A chance to catch up on lost time

Rapid growth and a 38.6m population enjoying rising incomes have made Poland one of the most promising emerging markets, write Anthony Robinson and Christopher Bobinski

right-wing parties. Solidarity was relegated to third place and has since merged with the pro-business Liberal Democratic Congress (KLD) to form the Freedom Union (UW). The coalition partners do not trust each other and in the long run SLD strategists, such as Alexander Kwaśniewski, who remains a power behind the scenes, would like to forge a centre-left alliance with the Freedom Union. If it happens, this would give the former communists the respectability they crave and help to make the social democrats part of a broad-based centrist coalition.

But that lies in the uncertain future. Meanwhile, the two existing coalition partners enjoy a large parliamentary majority. They are not interested in forcing early elections and, above all, have the good fortune to be presiding over an export-led economic recovery. As in much of post-war Italy, the impression of political volatility masks an underlying stability and the channelling of energy into economic development and social progress.

Official statistics point to 5.5 per cent growth in the gross domestic product (GDP) last year. But informed outsiders in the international financial institutions are convinced that real growth, including the

contribution from the thriving "grey" economy, was well over 6 per cent. It is likely to be at least as high in 1995.

The combination of rapid growth and a 38.6m population enjoying rising real incomes after years of deprivation has turned Poland into one of the most promising emerging markets. Given the political will to tackle structural weaknesses, such as the slow pace of privatisation, the over-generous pensions for 5m Poles and further capital market and banking reforms, Poland could be looking forward to decades of rapid economic growth.

The model is Spain which has a similar population, had a similar level of GDP in the mid-80s but then went on to liberalise its economy and society and enjoyed a foreign and domestic investment boom in the late 1970s and 1980s. Meanwhile, Poland languished under martial law. The result is that Spain now boasts a GDP almost seven times higher than Poland.

Given sound economic policies, reasonably stable politics and a welcoming attitude to foreign investment, Poland has the chance to catch up on lost time. The aim is to prepare the country for full membership of the European economic and security institutions by 2000.

The foundations of Poland's remarkable economic renaissance were laid by the "shock therapy" economic reforms of the first post-communist Solidarity government. That government, led by Tadeusz Mazowiecki, gave a free rein to Leszek Balcerowicz, the intense, ascetic finance minister, Mr Balcerowicz, a former academic who is now seeking a political comeback as a potential leader of the Freedom Union, inherited a near bankrupt economy and hyper-inflation in 1989.

Within weeks of introducing a multi-pronged stabilisation programme in January 1990 inflation started to fall, the formerly despised zlątka was transformed into an internally convertible currency, and traders and exporters started to implement a dramatic shift away from the former Comecon markets to the markets of western Europe and beyond.

Success has brought a new self-confidence. More than 2m Poles have set up businesses over the last five years. They employ a third of Poland's 8.5m workforce and account for more than 50 per cent of exports. Some have become rich. Many have failed. Most are struggling, limited

by shortage of capital, difficult access to a generally risk-averse banking system and subject to an increasingly efficient and onerous tax collection system.

But the new private entrepreneurs have given the Polish economy a new flexibility and dynamism and contributed strongly to higher productivity and rising prosperity.

But not only the private sector has benefited from market-related macro-economic reforms and democracy. Visiting the state-owned copper mines, factories and shipyards of Poland and one meets a new managerial class. They are mainly young men and women in their mid-30s or early-40s who have introduced new technology and private sector working methods into formerly bureaucratic dinosaurs.

Sober and hard-working, such people have turned around many loss-making enterprises, cut bloated work forces and improved product quality to compete on western markets. Some are transforming former state monopoly foreign trade companies into privatised, export-orientated industrial holding companies. Others are restructuring enterprises to increase their asset value prior to a form of privatisation which will leave decision-making and profits in the hands of management, workers

and domestic investors. Often, there is more than a tinge of economic nationalism in the thinking of the new managerial class, and a reluctance to hand over enterprises to foreign strategic investors, except as the last resort or when the technology, skills and capital needed are simply not available.

In some cases resistance to privatisation has harmed the long-term viability of state-owned companies. The belief that Poles themselves are capable of doing most of the things required to turn the economy into a competitive force is one of the reasons why Poland has been slower and less enthusiastic about privatisation than, for example, the Czech Republic. There is a risk of hubris here which could deter foreign investment on the scale which is needed to fund the huge infrastructure and other projects.

For 130 years Poles kept the idea of Poland and Polish culture alive while the country no longer existed, partitioned as it was between Austria, Prussia and Russia. The force of Polish nationalism also played a crucial role in undermining Soviet imperialism. The main question facing the country is whether its political rulers can harness these strengths to push through painful reform of the social security and other institutions.

Such reforms are needed to attract the investment and ensure the continuing economic growth which will provide jobs for the new generation and create the middle class that underpins democracy. To pretend otherwise in a populist campaign for cheap votes in the presidential election campaign could cost Poland dear.

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Parallel to its ongoing production activities, Continental Can Polska is forging ahead on the development of a nationwide recycling system for used beverage cans.

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POLAND 2: THE ECONOMY AND POLITICS

ECONOMY: Anthony Robinson discusses the export-led surge

Shock therapy works a miracle

Only the faithful, or the congenitally optimistic, would have wagered at the onset of Poland's "shock therapy" reforms in 1990 that within five years the bankrupt economy could be enjoying an export-led surge. But that is what has happened.

By liberalising trade and making the zloty internally convertible, Leaszek Balcerowicz, the then finance minister, liberated the energies of Poland's entrepreneurial traders. Last year the economic recovery in Germany and the unexpected rapid increase in world trade did the rest.

In 1994, Polish exports soared more than 20 per cent to \$17bn while imports grew at a more modest 12.5 per cent to \$21.4bn.

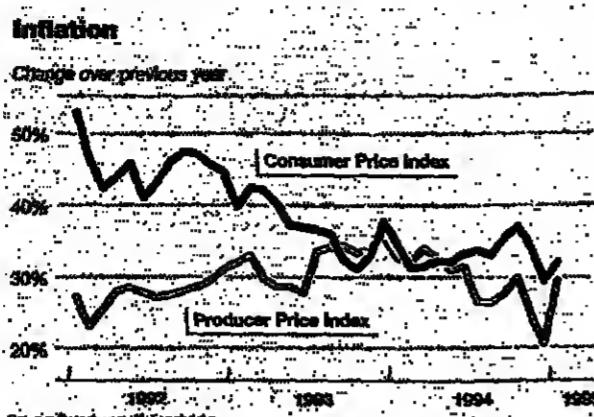
Polish industry's ability to take advantage of the recovery in the EU and other developed markets, which now account for more than 70 per cent of its trade, reflected large productivity and efficiency gains in crucial sectors of the economy, such as shipbuilding, electrical engineering and cars, especially over the past two or three years.

The sharp increase in world market copper and other non-ferrous metals prices also benefited Polish copper exporters while the strong demand for steel helped sustain output in the coal and iron and steel sectors which have been relatively slow to restructure, cut costs and raise productivity.

Last year, according to Grzegorz Kolodko, who was re-appointed finance minister and minister in overall charge of economic reform in the new government, labour productivity rose between 14.7 per cent. This helped cut unit costs and improve competitiveness and allow a 4.7 per cent rise in real wages, depending on the sector.

Higher productivity also raised the profitability and self-financing capacity of many companies. This has made them less reliant on inflexible and expensive finance from a banking system which remains risk averse and more attracted to risk-free financing of the budget deficit than supplying credit to enterprises.

Despite a 12-month decline in share prices on the Warsaw



Stock Exchange a number of quoted companies, including banks, managed to raise more than \$3bn in new equity last year. This reflects the growing status of Warsaw's well-run and transparent stock exchange whose disclosure rules have done much to raise the quality of company reporting in a short time.

Meanwhile, higher exports and a degree of import substitution



Grzegorz Kolodko: re-appointed finance minister

tution from newly efficient and re-equipped domestic companies have fuelled a sharp rise in industrial production which, by the start of this year, was running 15 per cent above levels a year ago. More than two thirds of the estimated 6 per cent rise in gross domestic product (GDP) last year was stimulated by external demand.

Higher export receipts, including an estimated \$3.45bn income from cross-border trade not recorded by the customs, also resulted in a sharp rise in the net reserves of the banking system to \$1.8bn by the end of January this year.

Inflation remains stubbornly high, but last year the government comfortably fulfilled all the IMF's performance criteria connected to the current standby loan agreement. The general government deficit, for example, was reduced to only 2.4 per cent of GDP, compared to the target of 3.6 per cent.

While tight control over government spending helped, the main reason for over-performance in this area has been the government's success in raising new taxes such as VAT, which was introduced in 1993, and better tax collection.

Last year, according to Mr Kolodko, the number of taxpayers rose 20 per cent while tax revenues grew by 38 per cent, way above inflation.

The danger here is that higher taxation risks stifling the profitability and growth potential of the economy, particularly the private sector which last year accounted for more than 50 per cent of exports and 33 per cent of overall employment.

Other areas of concern include the slow rate of privatisation, the oversized state sector, and the need for further reforms in the banking and financial system. But the main priority in a country which needs rapid economic growth to provide jobs for an avalanche of new job-seekers and heavy investment in long-neglected education, health and other public services is to reform the pension system.

Spending on pensions and other transfer payments to Poland's 9m pensioners has risen from 17.4 per cent to 22.4 per cent of steadily rising total government spending over the past five years, crowding out all other claims on the budget.

Unless this inexorable rise can be stopped, by linking automatic pension increases to the price index rather than to the higher wage index, for example, Poland will not be able to bring inflation down to EU-entry compatible levels.

Neither will it be able to ensure that the job and wealth creating private and public sectors of the economy can function without crippling tax or interest rates. The economic ball is firmly in the politicians' court.

Fears that Poland could face a potentially risky vacuum of power and early elections were removed earlier this month when President Lech Wałęsa finally agreed to swear in Poland's sixth post-communist government. A three-month-long crisis, sparked off by Mr Wałęsa's attacks on Waldemar Pawlak, the peasant party (PSL) leader and outgoing prime minister, ended with the appointment of Józef Oleksy as prime minister of a new coalition government. This time the former communists-turned-social-democrats of the Democratic Left Alliance (SLD) are in the driving seat.

Mr Oleksy was the minister in charge of negotiations with the trade unions five years ago when Mr Wałęsa, then a Solidarity strike leader, and the junior minister faced each other across the famous "round table" during negotiations which led to the bloodless defeat of communism.

Polish politics, in short, appears to have come full circle. But Poland and the world have changed over these few action-packed years. The Soviet Union no longer exists and Poland is no longer occupied by Soviet troops. Poland itself is well on the way to becoming a fully-fledged market economy. A new property-owning middle class is emerging.

The former communists have also changed, to the extent that it is possible to change the human mindset beyond a certain age. Important figures in the present power structure, such as Mr Oleksy, Labour minister Leszek Miller or party strategist Alexander Kwasniewski, know the old system from the inside. They knew its weaknesses and stupidities as well as its hidden strengths. They seem genuinely ready to be able to operate in a freer and more rational political and economic environment. "Please judge us by what we do now and in the future, not by the membership card we once held in the past," Alexander Oleksy, the prime minister urges.

The chances are then the new coalition government of neo-social democrats and peasants will prove more efficient than its Peasant Party-led predecessor in pushing through privatisation and other structural reforms. Grzegorz Kolodko was reconfirmed as finance minister. He will continue to run a tight budgetary and fiscal policy and is also responsible for streamlining

and simplifying the economic decision-making structure of the government.

At the same time Wiesław Kaczmarek, the privatisation minister, who has also been reconfirmed in his post, has pledged to press for the rapid privatisation of important industries such as tobacco, shipbuilding and copper mining, and will forge ahead with mass privatisation.

But a senior political figure, who was a communist party member, warns: "The risk is that many of those with a communist past do not really believe in anything. They can operate within any political system. They are adept at keeping their nose three inches from an invisible political wall. When the wall moves back they take advantage of the greater liberty. But if the invisible wall ever advanced again they would accommodate themselves to that new reality."

While there is an element of truth in that assessment it is also fair to say that the intellectuals and amateur politicians who were brave enough to assume the responsibility of government in 1989 have not proved very adept at building solid political structures and efficient party organisations. Democratic politics remain very personal, riven by rivalries and intrigues, and heavily concentrated in the capital Warsaw which seems another country for the millions of Poles who continue to live in small villages and towns.

Poland also suffers from an ambiguous, ill-defined system of dual power. The presidency is a directly elected post and the partially revised "small constitution" gives the president considerable powers and privileges, including near-veto powers over the choice of candidates for three important "power ministries" - defence, foreign affairs and internal affairs.

The constitutional changes were tailor-made for Mr Wałęsa, but have lead to constant power struggles between the presidency and the government. Meanwhile, Mr Wałęsa seems increasingly divorced from the lives and aspirations of ordinary Poles, surrounding himself with a small group of personal advisers, some with shady past connections with the former communist security

police. The similarities with Russia are all too obvious, and worrying for those who wish to assert Poland's "westernness" and belief in open politics.

Tension between an elected president and an equally democratically-elected government is a constant factor of political life which also runs like a leitmotiv through the presidential election campaign now in course. There is always the risk that a manoeuvre intended to raise the electoral chance of the president or his as yet unknown rivals will undermine or derail the government.

At this early stage Mr Wałęsa is performing poorly in the public opinion polls. The FT's informal straw poll, taken while travelling through the country this month, showed that Mr Wałęsa, then a widely regarded as a trouble-maker who played a crucial role in helping to bury communism but is no longer seen by many Poles to be sufficiently qualified in all walks of life to represent the new Poland.

But the prospect of early retirement is deeply unattractive to the 52-year-old president. He recently moved from the modest Belvedere palace close to the former Soviet embassy into a much bigger and expensively refurbished presidential palace. He was the first to throw his hat into the ring and announce his candidature. What he does not yet know is who will be his main opponent.

In 1990 he undermined the first Solidarity government by insisting on presidential elections. But his expectation of election by plebiscite proved way off the mark. He defeated Tadeusz Mazowiecki, the prime minister, who was the Solidarity candidate, but was forced into a humiliating second round run-off against Stanisław Tymiski, an obscure Polish-Canadian emigrant.

An enormous capital of political goodwill and willingness to sustain the costs of economic reform and political transformation was dissipated during the first presidential campaign. It remains to be seen whether the country will pass unscathed through the second.

POLITICS: a vacuum is filled, says Anthony Robinson

Wheel turns full circle



Józef Oleksy (centre) is sworn in as Poland's new prime minister

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1993: The debut sterling issue for National Bank of Hungary

1994: First major non-recourse project loan in Poland

First public issue for a Central European corporate borrower

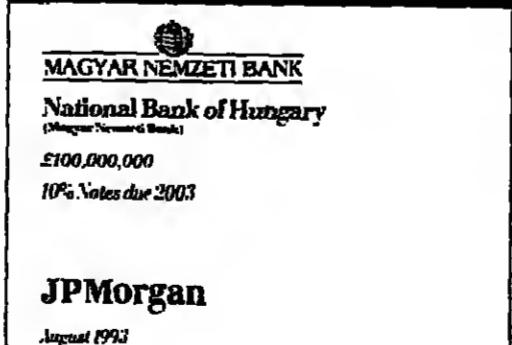
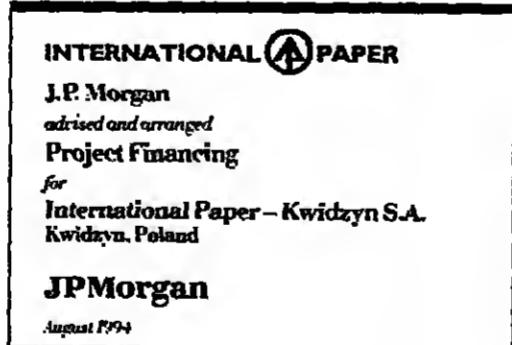
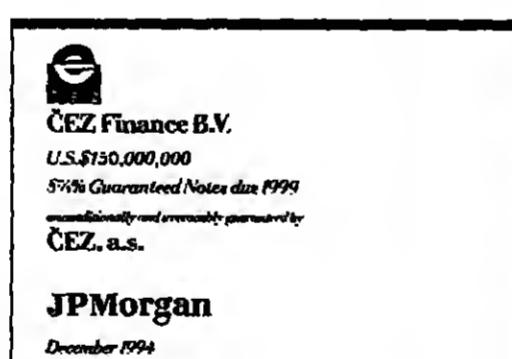
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POLAND 3: BACKGROUND TO THE ECONOMY

FOREIGN TRADE: Anthony Robinson reports

Rise in exports boosts growth

The accelerating growth of the Polish economy last year was fuelled by a 20 per cent rise in exports to \$17.04bn, as officially recorded by the customs. But when unrecorded cross-border trade and other factors are taken into account, exports on a payments basis are estimated to have risen by 25 per cent, fuelling a rapid accumulation of hard currency reserves.

The combination of rising labour productivity, a relatively undervalued zloty and recovery in the crucial German and other markets kept export demand strong last year. But concern that the undervalued zloty was contributing to inflationary pressures led to a reduction in the automatic "shock therapy" monthly devaluation rate to 1.2 per cent in February. A harder zloty is likely to dampen export growth and encourage imports.

Last year imports were surprisingly subdued, given a nearly 12 per cent rise in industrial production and a 5.7 per cent rise in real wages. On a customs basis imports rose by 13.5 per cent to \$21.38bn and by 7 per cent in volume.

The slow growth of imports was partly a reflection of sluggish investment while an undervalued currency and higher food

prices stimulated import substitution by newly efficient Polish producers of consumer durables and other products.

As a result the trade deficit fell to \$4.94bn from more than \$8bn in 1993. The

deficit on EU trade accounted for \$1.84bn of the total, despite the much-vaunted "asymmetrical" nature of the EU association agreement which is designed to favour the former communist countries.

Last year, however, the deficit on Poland's EU trade fell slightly. The value of exports to EU markets rose 19 per cent to \$10.67bn, accounting for 62.6 per cent of total exports. Imports from EU countries, meanwhile, rose only 14 per cent to \$12.31, accounting for 67.5 per cent of total imports.

Germany remains far and way Poland's biggest trade partner, having replaced the former Soviet Union as soon as the "shock therapy" reforms of 1990 made it possible

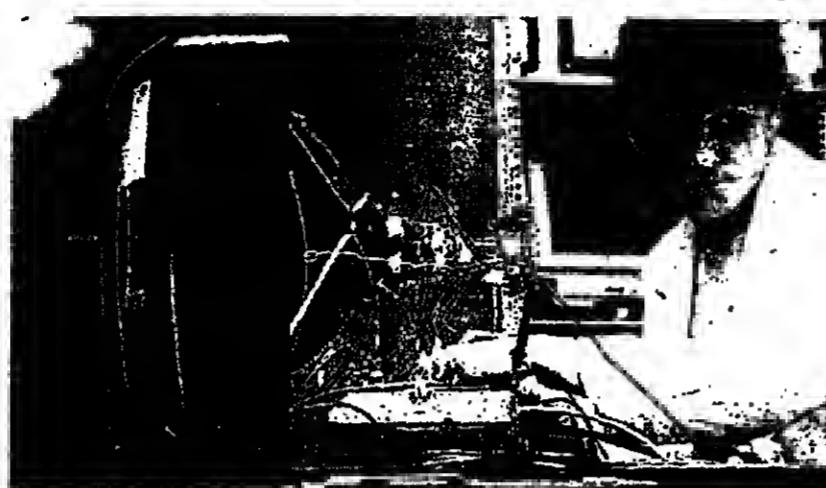
to trade freely with a heavily undervalued but internally convertible zloty.

Last year Polish exports to Germany rose 18 per cent to \$4.05bn, some 35.7 per cent of total Polish exports while imports increased 11 per cent to \$5.88bn, 27.5 per cent of the total. The Netherlands, Russia,

Italy and the UK were the next most important markets.

But last year also saw clear evidence of a recovery in trade with the former Soviet Union and other former Comecon countries which are now partners in the Central European Free Trade Area (Cefta).

Exports to Russia rose 42.5 per cent to \$919m while imports, mainly oil and gas, rose 14 per cent in value to \$1.45bn. Exports to the Czech Republic also rose sharply, climbing 32 per cent to \$452m as Polish coal mines stepped up sales to Czech industries just over the border.



Polish electrical appliances are sought after by tourists from the east

Picture: Peter Arkell

FOREIGN TRADE ORGANISATIONS

New lease of life for a relic of communist past

One of the most surprising phenomena in Poland's export-led industrial recovery is the renaissance of the country's foreign trade organisations (FTOs). Once seen as a relic of the communist past, many have found a new lease of life and have become industrial holding companies with the potential to wield considerable economic influence.

Once the FTOs were all-powerful monopolies which functioned as the state-owned factories' links with the outside world. Their executives were envied for their foreign travel, periodic foreign postings and access to hard currency.

All that changed with centralising reforms in the 1980s and the introduction of internal convertibility in 1990. This meant that foreign trade was open to all and the future of FTOs was threatened.

Yet, reformed FTOs survived to handle more than 30 per cent of Poland's \$36bn foreign trade turnover last year. For

many years never been better. The drastic devaluation of the zloty in 1990, part of the shock therapy reforms, brought a sharp increase in sales abroad and higher profits. In 1991 and 1992, when recession set in, their windfall gains provided the capital needed to bolster the finances of failing industrial partners who could not afford high bank interest rates for short-term loans. The FTOs became a financial lifeline for factories which received loans or pre-payment for export goods. But the economic upturn in 1992, which brought increased profits to producers of export goods, meant that the FTOs were in danger of becoming redundant as domestic industry began to find its own feet. The search for a new role then began in earnest.

The opportunity for reconstruction came through privatisation as the government began to sell off the foreign traders. About 30 FTOs remain in state hands.

Impexmetal, once the sole trader in Polish copper, and Inter-Vis, which specialises in machinery, are among those due to be sold this year.

One of the first to be privatised was Elektrom, which specialised in power and telecommunications equipment. Its Warsaw Stock Exchange listing has allowed it to pursue a policy of acquiring the plants whose goods it once traded.

"Who better to buy these factories than we who know them inside out?" Elektrom executives say. And the company's willingness to buy, gave the government an opportunity to sell plants to local investors and thus to deflect criticism that foreigners were getting all the best deals. Elektrom, for example, backed by the Export Development Bank (BRE), purchased a controlling share in the Bydgoszcz Cable Factory (BPK) against a very competitive bid from Siemens.

The next step in the Elektrom strategy was to partially float off the companies it had bought. But the downturn in the past year on the WSE has meant that this policy is now faltering. Nor can the company count on new share issues to raise funds for further acquisitions.

The stock exchange stamp has also hit other foreign traders who had counted on the market providing funds for acquisitions. The initial public offers of Agros, a trader in processed foods, Rolimpex, a bulk agricultural goods importer and

exporter, and Stalexport, which specialised in steel, were successful. But the share price has since slipped, dismaying small investors who voiced their disappointment at last month's shareholders' meeting.

Shareholders were asked to approve a new share issue and the issue of global depositary receipts. Small investors argued that a new share issue would depress the share price still further. They were backed by Bank Handlowy, a substantial shareholder, and by the Boston-based Pioneer Fund, Poland's only mutual

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and which was the first privatisation in 1990, is another former FTO to come up against the capital market barrier. The company's delayed share issue will go ahead next month. It is partly reserved for two UK investors, Ullman Shore and Servertap. Richard Rose, a director of Ullman Shore, is also the deputy chairman of Universal's supervisory board. His links with the company go back to before 1989 when he acted as one of its UK trade agents.

Christopher Bobinski

Prey to political manoeuvring

Ciech into a state-owned, vertically-integrated holding company like other former FTOs and based on an innovative privatisation scheme pioneered by Mr Malecki when he was still at the head of Ciech.

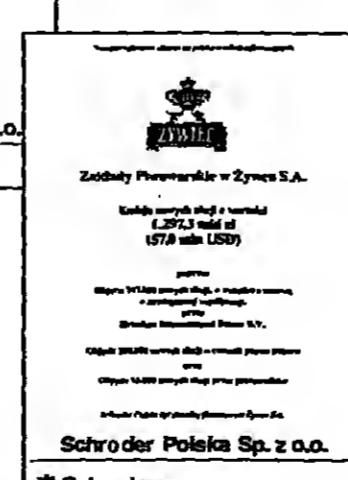
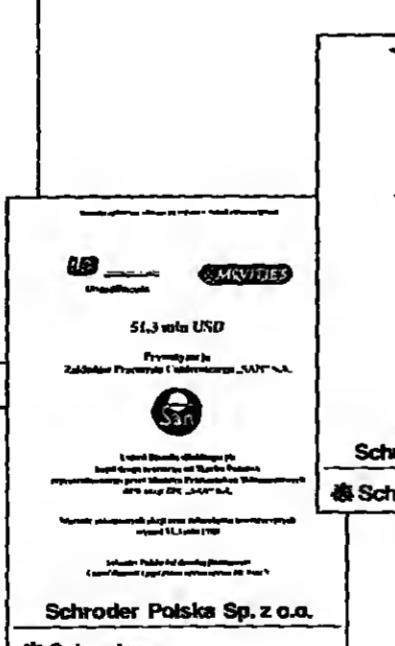
Mr Malecki's plan assumed that the privatisation of Ciech itself with a turnover of \$2bn in 1993 and \$1.8bn last year, was politically difficult to achieve because it was a high profile company in a sensitive sector. Instead, Ciech established Chemico, a new company controlled by the state-owned trader, but with a slight majority of private owners. Its function

was to raise capital at home and abroad, and invest in domestic industry. A main plank of the programme was a plan to go ahead with Argep of Italy, and invest in the Gdansk Oil Refinery, one of Poland's two main refineries.

The sacking of Mr Malecki destroyed the Ciech concept, while Mr Malecki's future is now in doubt after Mr Podkanski lost his job at the foreign trade ministry in the latest reshuffle. Meanwhile, the refinery which imported less and less of their oil through Ciech in recent years, are likely to import their 1995 requirement directly, excluding middleman Ciech from the profits. Mr Podkanski's vision of turning Ciech into a powerful and profitable industrial holding company seems to have evaporated.



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POLAND 4: BACKGROUND TO THE ECONOMY

INVESTMENT: fight is on to attract capital, says Anthony Robinson

In search of foreign finance

Poland's capital needs far exceed domestic capabilities and large amounts of foreign finance will be required to revitalise the economy, build motorways, modernise telecommunications and prepare for entry into the European Union by the turn of the century.

Large increases in labour productivity have enabled many Polish enterprises to generate modest financial surpluses for re-investment. Listing on the Warsaw Stock Exchange has also enabled a small but growing number of Polish companies to raise fresh equity capital through public share offers. Nearly \$1bn was raised in this way last year.

But few Polish companies are able to finance their own expansion from cash flow while hyper-inflation in the late 1980s wiped out the savings of millions of people. This increases the reliance on foreign sources of capital until higher incomes can generate higher domestic savings with the aid of still fledgling institutions such as pension funds and insurance companies.

Thus far Poland has attracted relatively little foreign capital despite the attractions of a market of 38.5m people, relatively high skill levels and low wage costs. A perception of political instability after six changes of government in five years, a pervading suspicion of the motives of foreign investors and the legacy of the Polish government's default on its foreign debt in the 1980s are among the negative factors which have to be removed if Poland is to compete effectively for global funds.

According to a study by Schroders Polska, the Polish subsidiary of the UK-based investment bank, only \$1.1bn in long-term capital flowed into Poland between 1990 and March 1994, plus a mere \$250m of net portfolio investment. Only a quarter went into relatively high-tech industries. The bulk of investment to date was by the multinational food and household product corporations, including Coca-Cola, PepsiCo and the detergent companies.

With an \$8bn-\$10bn investment programme for motor-



Fiat sources its European sales of the Cinquecento model from its Polish plant

ways alone over the next 20 years, and similar demands for the improvement of telecommunications and other infrastructure. Poland will have to fight harder to attract foreign capital against strong competition from other emerging markets, the report says.

Matthew Olex, managing director of Schroder Polska, recalls that Spain, which was economically on a par with Poland in the 1980s and has a similar population, managed to

Poland has attracted relatively little foreign capital, despite the attractions of a market of 38.5m people

finance much of its recent economic development by attracting \$160bn in foreign capital between 1984-93. This played a key role in Spain's still incomplete adjustment to EU entry and helped boost Spanish GDP to \$545bn, compared with the \$29bn GDP figure for Poland in 1994.

For Poland to emulate the Spanish example it will have to take full advantage of all sources of capital - direct equity investment, portfolio investment and available from the international financial institutions, it argues.

According to Paiz, the government agency set up to promote a "one-stop" facility to help would-be investors around the bureaucratic and legal maze, Poland has attracted a

much higher figure of more than \$4bn in investment plus investment commitments over the past four years.

Despite the frustratingly slow progress of privatisation the pace of foreign investment has speeded up recently, it adds.

Grzegorz Kolodko, the finance minister, estimates that \$1.3bn of foreign direct investment (fdi) flowed into Poland last year, bringing the total over the past five years to around \$4.6bn. "By 1997 we expect the total to exceed \$10bn," he adds. Mr Kolodko, who has been reconfirmed as finance minister in the new government led by Józef Oleksy, says simply: "I want to see more foreign direct investment to improve the competitive edge of Polish enterprises".

A recent decision to suspend the controversial 0.2 per cent sales tax levied on share sales on the Warsaw Stock Exchange was partly intended to attract US investors fleeing from the Mexican debacle into Polish shares, he added.

A serious impediment to Polish foreign borrowing was removed last year when the London Club of commercial bank creditors wrapped up the final details of a debt relief and re-scheduling package. The agreement cut the country's \$33bn commercial debt virtually in half and opened up Poland, the most populous of the former Soviet bloc countries, as a springboard for expansion further east in Russia and Ukraine.

ABB's low-cost Polish plants are being re-equipped in the expectation of Polish and export orders over the next decades. It is also using Poland as a springboard for expansion further east in Russia and Ukraine.

Club agreement followed a 50 per cent reduction in debt to the Paris Club of official creditors three years ago.

Thanks to both agreements Poland started 1995 with the decks cleared for future borrowing and an outstanding foreign debt reduced to around \$40bn. This translates as roughly \$1,000 per head of the 38.5m population, less than half the per capita debt burden borne, for example, by Hungary.

Meanwhile, direct investment by such foreign companies as ABB and Fiat has helped to raise technical and productivity levels and re-integrate important sectors such as electrical engineering and motor vehicles into competitive world markets.

Fiat sources its entire European sales of the Cinquecento model from its Polish plant and has brought with it a slew of collateral investments by Italian companies such as the steel-maker Lucechini and several car component companies.

ABB's strategic investment in a string of Polish power generation and electrical engineering plants reflects expectations of big orders for power generation, anti-pollution and related projects throughout the former communist world.

ABB's low-cost Polish plants are being re-equipped in the expectation of Polish and export orders over the next decades. It is also using Poland as a springboard for expansion further east in Russia and Ukraine.

BANKS: crucial decisions lie ahead, says Christopher Bobinski

Challenge from abroad mounts

Poland's free market reforms have put banks back at the centre of the economic stage and much has been done to modernise the sector in the past five years. But more needs to be done if local banks are to challenge the competition from foreign financial institutions. They now face crucial decisions which could determine their future.

Banking reform began in 1989 when nine large, state-owned banks were lifted off from the central bank. An initially lax licensing regime saw the parallel emergence of a plethora of mainly small and under-capitalised private banks. Several have already withered under the weight of bad loans, a shortage of banking skills and fraud.

All potential foreign entrants must first prove to the NBP that they are willing to help bolster the local banking system. This is the condition set by the central bank for issuing new licences to local and foreign investors.

However, if the Europe Union agreement is to be observed these barriers will disappear. "Soon Poland will see branches of foreign banks able to make large loans based on their worldwide capital," says a foreign banker based in Warsaw. They will outgun local banks which have a woefully small capital base and which have to arrange consortia for even medium-size loans, he adds.

The combined capital of all the 73 banks, not counting the 73 banks, not counting the co-operative sector, is little more than \$3.5bn. Several medium-sized German banks are bigger than Poland's largest banks put together.

The government's response has been to urge the state-owned banks to merge and consolidate. Krzysztof Kalicki, the deputy finance minister responsible for the system, wants bank managements to take initiatives. But he has also commissioned studies by Rothschilds, the UK-based merchant bank, as well as US experts and Arthur Andersen, the accountancy and consultancy firm, to help draw up a framework for the process. Meanwhile, he argues, banks must start co-ordinating procedures and share computerisation costs.

Some progress has been made and preliminary agreements signed. But senior management have proved resistant, preferring to continue to rule the banks they have come to think of as their own in the past five years.

Western corporate consultants, such as Christine Binder, argue that consolidation may not be the answer. "We should be asking about the strategies that bank management have for the next five years and their will and capacity to implement them," she says. While consolidation is important the mergers could compound the weaknesses, rather than combine the strengths of banks, she warns.

The main challenge comes from foreign banks which will enjoy full operational freedom after 1997

Some idea of the scale of the challenge comes from last year's results. Citibank, which employs 250 people, notched up a net profit of \$7.1m zlotys last year on a balance sheet worth \$91m zlotys. The bank, which opened in 1991, has concentrated on foreign investors and blue chip local companies and mainly provides short-term loans.

By contrast, Wielkopolski Kredytowy (WKB) with nearly 4,000 employees, declared a net profit last year of only \$2.5m zlotys on a balance sheet of around \$3m zlotys, more than three times as large as Citibank's.

WKB will be a test case for Polish bank modernisation as it now has two large foreign shareholders. Allied Irish Banks group has just taken a 16.3 per cent stake alongside the European Bank for Reconstruction and Development (EBRD) which took a 26 per cent stake nearly two years ago.

However, unwieldy as the local banks may be, they have nevertheless attracted many intelligent and ambitious young people at lower and middle levels who have been intensively trained over the

Caution the watchword

Poland's state-owned regional banks, which are still the basis of the commercial banking sector, remain reluctant to make new business loans even though the government's ambitious debt reduction scheme injected 3.6bn zloty in 15-year government bonds to improve their capital adequacy ratios.

Fear of taking on a new batch of risky credits, coupled with the risk-free opportunities provided by a treasury which needs to finance its budget deficit, means that banks' loan portfolios are shrinking relative to their balance sheets.

"All we currently need the banks for is to finance the budget deficit through purchases of treasury bills," says Jerzy Stopryna, a deputy head of the NBP, the central bank. Enterprises are financing most of their investment out of their own profits, he adds.

Another factor in relatively low lending levels is the lack of adequate laws covering collateral. "There won't be any significant lending in Poland, indeed no real expansion of the economy, until a workable collateral law is put on the statute books," explains one banker. The caution in extending credit is quite justified as "at the moment it is impossible

to secure loans", he adds.

Under the debt reduction scheme, which covered loans before the end of 1991, around 400 companies have had their debts to banks reduced. Only in 28 cases has this taken place through debt-for-equity swaps, however, and a mere handful of enterprises have been privatised in this way.

The scheme covered bad loans worth 1.5bn zlotys held by the seven remaining state-owned commercial banks, the PKO BP savings bank and the specialist Food Economy Bank (BGZ). But bad debt problems continue at the BGZ, which is linked to Poland's backward farming sector, and the PKO BP, which is burdened by inherited housing loans.

This is reflected in PKO BP's continuing low capital adequacy ratio of 9.3 while the ratios of the seven commercial banks range from 13.2 at the recently privatised Bank Przemysłowo Handlowy (BPH) in Krakow, to 35.9 at the Bank Gdanski, which is the next to be privatised. Most other banks' ratios oscillate around the 20 mark as caution remains the watchword in Polish banking.

Christopher Bobinski

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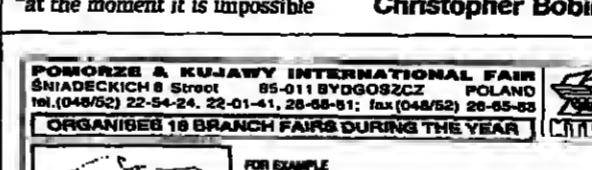
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POLAND 5: BACKGROUND TO THE ECONOMY

AGRICULTURE: Caroline Southey and Anthony Robinson report

Living museum on the land

Applying communism to Poland is like putting a saddle on a cow, Stalin once said in a spirit of anger mixed with resignation. But the Soviet dictator's customary political realism left more than 80 per cent of Polish land in the hands of land-owning peasants throughout the communist years.

As a consequence, 50 years after the end of the second world war, large areas of rural Poland remain a sort of living museum. The countryside is full of the populous villages and busy fields which have been consigned to memory in most of western Europe by mechanisation and the protected, subsidised regime of the Common Agricultural Policy.

However, for those in Brussels and in Warsaw who are contemplating ways of integrating Poland into the European Union, the fact that 40 per cent of Poles still live, and vote, in rural areas while 17 per cent continue to depend exclusively on agriculture for their livelihood, raises problems of daunting complexity.

The embryonic debate in Brussels suggests that changes need to be made on both sides of the former east/west divide. But the biggest adjustments will have to be made by Polish and other central European farmers who have already suffered many painful changes since the fall of communism.

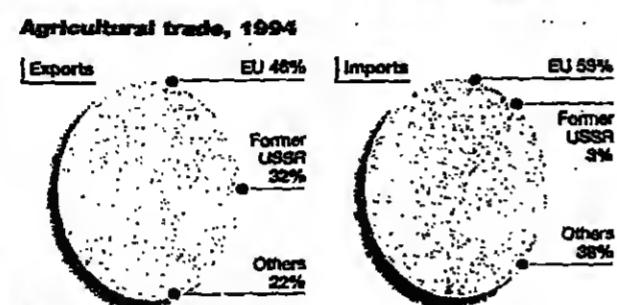
Agricultural production in central Europe as a whole fell by about 3 per cent in 1991 and 14 per cent in 1992. According to OECD figures livestock and meat production were the hardest hit, falling by 36 per cent in Bulgaria, 38 per cent in Hungary and 22 per cent in Poland between 1990 and 1993.

Compared to its neighbours, however, Poland has coped reasonably well and is considered a case apart. "If we compare our problems with some other countries in the region, Polish agriculture is not in such bad condition," says Jerzy Wieczorek, from the Polish mission to the European Community.

The main reason, he argues, is to be found in the 80 per cent of agriculture which remained in private hands. Only in western Poland, where large state farms were established on land confiscated from



The change to a market economy has been painful for Polish farmers



Trade in food products (\$m)				
	1990	1991	1992	1993
Total exports	1,023	2,462	2,000	1,642
Exports to EU	1,024	1,608	1,111	953
Total imports	665	3,002	1,952	2,256
Imports from EU	343	1,343	1,124	1,286
Balance of trade	1,237	387	50	-610
Balance of trade with EU	861	265	-13	-333

Source: Polish Agricultural Policy Analysis Unit

the Germans, were the farms run on "normal" socialist lines with large subsidies and privileged access to machinery, fertilisers and seeds. Elsewhere, "most farmers were accustomed to market conditions. After 1989 it was not so difficult to meet the requirements of the new situation," he says.

Even so, the change to a market economy has been painful for farmers, who lost their protected market, and for consumers who lost the cheap subsidised meat and other products for which they paid

indirectly through long hours spent in food lines.

Farm incomes have fallen by more than 50 per cent and increased competition from subsidised EU imports has been part of the problem. Under communism Poland ran a surplus on its agricultural trade with the EU. But a surplus of \$357m in 1989 had shifted to a deficit of \$33cm by 1993. "We have been flooded by products from the EU. People have been curious and attracted by the new products," says Mr Wieczorek. But

the trend can be reversed, he believes. "We produce a lot of raw materials but need to process them. If we develop this we will make products which can be exported to the EU."

In the meantime, production continues to fall as several years of serious drought and a chronic shortage of capital and credit have compounded the problems caused by higher costs and EU competition in a shrinking market. Overall, food demand has fallen by 20 cent in response to the end of consumer subsidies and consequent higher food prices.

The pain can be seen in the farm debt. At the end of 1993, debts of the farming system as a whole amounted to 1.8bn zlotys (\$804m), of which 7.5bn zlotys was owed by private farmers.

Mr Wieczorek says: "We have made a lot of mistakes. We lacked knowledge about the new market situation and we lacked the institutions, areas that should be improved very considerably." But, in an echo of those who defend the CAP, he adds: "We have to look for a model which will expand production and keep people on the land." Poland, he adds, wants to make an "intellectual contribution" to the debate about enlargement and the changes that would be necessary to make it happen. "We are not interested in just appealing to the pocket of the EU, and we are not trying to hide our deficiencies."

Poland's post-communist economic vitality, like Italy's post-war "economic miracle", is based largely on the energy and initiative of millions of entrepreneurial Poles obsessed with building up their own family companies.

More than 2,300 small firms have sprung up, most of them one-man or family-based enterprises, since the first post-communist government put in place the macro-economic which set people free to forge their own economic destiny.

Many small companies have already failed by the wayside, crippled by high interest rates, difficult access to capital and sheer inexperience.

But every month thousands more emerge to take their place, often formed by failed entrepreneurs, made wiser and more cautious but willing to try again rather than join more than 2,600 on the dole.

The real size of the unemployment problem needs to be taken with a pinch of salt. Many small entrepreneurs hide from the tax man and moonlight while continuing to draw unemployment pay. It is a phenomenon which makes it difficult to balance the state budget, but helps to explain how Poland, and other post-communist countries, have managed to sustain high rates of structural and transitional unemployment without large-scale social unrest.

Marek Kaminski, who at 30 has built up a fast-growing sanitaryware sales and production company with a \$3m turnover last year and a target of \$20m by 2000, is an example of the creative energies unleashed by the collapse of the communist state in 1989.

In the last years of the old regime he attracted the attention of the secret police by building a yacht in his spare time with the intention of sailing away from his Gdańsk home and around the world. "In those days it was not considered usual to have such plans," he says with unintentional understatement. "The secret police tried to enrol me to spy on Polish sailors abroad, so I got fed up and left for Hamburg," he adds. There he worked as a gardener and in a yacht-building yard while

were shrewd choices. Throughout post-communist Europe small cafés and restaurants have sprung up like mushrooms, while home-owners and small businesses have shown a fierce desire to rip out the antiquated, smelly and unhygienic bathrooms which were part of the defining achievements of the socialist era, and replace them with clean tile and shiny chrome fittings.

Privatisation, which began typically with the sale by auction of small shops, cafés and restaurants, unleashed the demand.

With virtually no capital of his own, and a Polish fascination with Italy, Mr Kaminski set out in an old Volkswagen minibus to try and find a

Profile: MAREK KAMINSKI

Portrait of an entrepreneur

studying physics and philosophy at Hamburg university.

In 1990, after the collapse of communism, he returned to Gdańsk and, with initial capital of around DM1,000 (\$714.20), decided to set up a private company called Gamma. The plan was to start by importing coffee machines and catering equipment. Later Mr Kaminski and his partner added sanitary equipment – basic items such as taps, lavatories and shower equipment.

In 1992 they split the company with Mr Kaminski taking charge of Gamma San, the sanitaryware company, while his partner took over Gamma Gastro, the food equipment company.

The decision to go for catering equipment and sanitary

tubes.

"We had no money, Polish banks were reluctant to lend to unknown people with no track record and charged huge interest rates so we had to find companies which would trust us enough to grant trade credit," Mr Kaminski recalls.

The first deal was naturally the hardest to arrange. But again it was a shrewd decision to approach small Italian family companies where decisions are often made by owner-managers on the strength of *fides* (confidence), shrewd judgment of the personal qualities and reliability of potential clients.

The man who first decided that Mr Kaminski was a safe bet was Agostino Pati, owner of the Itap company.

Marek Kaminski: avoided pitfalls which have ensnared other businesses

were shrewd choices.

The small specialised company is based in the small town of Lumezzane, close to Brescia, the north Italian city 60km from Milan which is a byword for risk-taking private entrepreneurship in Italy. The Bresciano entrepreneur, looking for ways into the newly opened markets of central Europe, agreed to supply goods worth a modest DM10,000 on a 60-day supplier credit basis without collateral. The goods were loaded into the Volkswagen, driven back to Gdańsk and sold.

As the original credit was repaid a new and larger credit was agreed and the business grew exponentially. Now Mr Kaminski deals with more than 50, mainly Italian, companies.

Gamma San's turnover rose nearly 400 per cent in 1992/1993, Mr Kaminski says. By the end of 1994 the company, wholly-owned by Mr Kaminski, who re-invests all profits, had already moved into manufacturing with a small factory at Kościerzyna on the Baltic coast, managed by his father.

The factory produces flexible sanitary tubes, valves and other equipment both for the domestic market and for export.

Last year Mr Kaminski bought a 10,000 square metre plot and building a 4,000 sq m factory to expand production. It also assembles sanitary equipment for Italian, German and other companies using Gamma San as a cheap production base for the penetration of markets in the neighbouring Baltic states, Belarus and Ukraine where Gamma San is actively involved.

"My ambition is to make Gamma San a leading maker and marketer of sanitary fittings in Poland and to go International step by step," Mr Kaminski adds.

Thus far Mr Kaminski has avoided the pitfalls which have ensnared so many fledgling small businesses. For this he is grateful to the British government's Know-How Fund which helps to fund a body called British Enterprise Service Overseas (Beso).

Through Beso, experienced often retired, businessmen and specialists make their skills available as consultants to emerging small businesses in the region.

"Thanks to the Know-How Fund, which pays the fares of the volunteer advisers, I was able to obtain the services of specialists who advised me for two to three weeks on crucial skills such as accounting, logistics, general management, marketing and advertising," he says.

"They were all older, experienced men. Without them I would not have been able to build up my company," he said in London last month while competing for a young businessman's award.

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POLAND 6: BACKGROUND TO THE ECONOMY

PRIVATISATION: Christopher Bobinski on a contentious political issue

The pace of sell-offs quickens

Privatisation has been a contentious issue in Poland over the past five years and is likely to remain one of the most divisive issues in the governing coalition for some time. It was therefore a bold move by Józef Oleksy, the new prime minister of the government led by the Social Democrats, to stress in his inaugural speech that his administration would speed up sales of state-owned companies and widen the scope of the Mass Privatisation Scheme (MPP).

When he followed up this commitment with a statement that Wiesław Kaczmarek, privatisations minister in the previous government and veteran of many clashes with the Peasant Party (PSL) coalition partner, was to stay in his post, there was a murmur of angry dissent from the PSL benches.

Waldemar Pawlik, the outgoing premier and PSL leader, made a valedictory speech in which he warned against giving foreign capital a free hand in Poland. "Foreign investment," he said, "gives us the chance to develop more quickly and learn from those who are better and stronger than we are."

"But if the foreign presence is not controlled, or too large, then it could lead to our companies being dominated or even closed down before they even begin to learn how to deal with competition." Poland, he warned, "could become a white semi-colony" if the state failed, for the moment at least, to retain control in crucial areas such as the power industry.

It was a message which explained his government's hesitation during the past 18 months in its approach to foreign participation in the privatisation process. However, it also signalled that the PSL was preparing to adopt a nationalistic stance in future elections and would seek to play the "national interest" card even within the present government.

Given Mr Pawlik's reservations, last year's privatisation record was surprisingly good.

In all, 36 companies were sold either to strategic investors or through public share offers. Revenues reached 663.1m złotys (\$362m), almost double the 448.8m złotys raised in 1993. The costs of privatisation were also squeezed by 29 per cent to 26.8m złotys, as greater reliance was placed on local and cheaper consultants.

Even so, it has been the spontaneous growth of the private sector through new

about 50 deals should be closed in 1995. The sales revenue figure written into the budget is 1,500m złotys from trade sales and public offers. This will not be achieved if controlling shares in seven tobacco producers estimated to be worth a total of 800m złotys are not sold this year.

But the farming lobby, led by PSL deputies such as Bogdan Pak, keeps sniping at potential investors like Philip Morris, which is bidding for the Krawia tobacco works where it has made Marlboro brand cigarettes under licence since the 1970s.

Other factories for sale include cement plants, chemical and pharmaceuticals factories as well as paper mills and cable producers. The ministry is also talking to Asea Brown Boveri (ABB) about purchasing the Pafawag railway engine works in Wroclaw.

New features on the government's transfer list this year are the Domy Towarowe Centrum, a network of 31 prime

city centre department stores throughout the country with a combined retail space of 100,000 sq m. The still substantial state-owned wholesale network, P.H.S., is also up for sale. These two, taken together with Ruch, the newspaper and tobacco retailer which is also on offer, make up a considerable part of the consumer goods distribution system.

This year will also see some spectacular battles between multinational food companies such as Nestle and Philip Morris' Kraft Schär. Both are whetting their appetites for Wimlar, a soups and sauces producer near Kalisz. The company is the jewel in the food processing industry's crown with a substantial market share and a highly recognisable brand.

The brewing industry, which already has a mix of foreign-owned, local, state and private plants and where competition for custom is keen, will see leading state companies such as Tyche and Zabrze come up

for sale. Here, too, foreign companies such as Heineken, which has a local foothold with a minority stake in the listed Zwicki brewery, are expected to try and extend their market share through acquisitions.

Other planned disposals include the sale of a minority stake in Polska Miedz, the country's profitable copper producer, as well as the successful Ozarow cement works which has been reserved for domestic investors.

The government is also planning to find strategic investors for several listed companies such as the Dabica tyre works and Agnieszka, both garment producers. At the same time there are also plans to sell the treasury's remaining equity in plants which already have strategic investors such as the Gorzow cement plant, now controlled by CBR, the Belgian-based German-owned cement company, and the Lech brewery in Poznan, owned by Janusz Kulczyk, a local businessman.

The great leap forward is imminent

Poland's Mass Privatisation Scheme (MPP), the country's privatising great leap forward, looks set to be implemented this year.

The plan was originally announced in 1991 and is designed to combine the best features of coupon privatisation programmes elsewhere in former communist Europe. But in its Polish version the plan includes assurances that the companies involved will actually have the improved management and capital inputs which are generally associated with private sector corporate governance.

Under the plan which has emerged from a maze of middle and political controversy, equity in 444 state sector companies is to be handed over to 15 closed-end investment funds which are to be run by local and foreign fund managers for a period of 10 years.

Towards the end of 1995 the shares in the funds themselves are to be distributed to the population at large, or at least to those who are willing to pay a nominal fee equal to a month's average wage.

The fund managers include Kleinwort Benson, BZW and Raiffeisen, the Austrian bank. Their initial costs are to be covered by a \$50m loan from the European Bank for Reconstruction and Development and they are to be paid an annual fee for their efforts as well as a bonus at the end of the period. The bonus will be linked to the value of the fund at that time.

Potential fund managers, who were short-listed last autumn by a government commission, are still locked in to negotiations with their government-appointed fund supervisory boards on the exact terms of the management contracts. Once final

agreement has been reached state sector companies will be distributed and the process of enhancing their value, which is what the scheme is all about, can begin.

The plan has long been regarded by institutions such as the IMF and the World Bank as a test of Poland's privatisation intentions. Thus, they should be pleased to hear that Józef Oleksy, the prime minister, plans to bring more state sector companies into the scheme.

Wiesław Kaczmarek, who has been confirmed as privatisation minister in the new government, has said he would like to use the formula to establish similarly managed funds, capitalised with equity in state-owned companies, to finance old age pension and disability schemes as part of the country's social payments reforms.

STOCK MARKET: Christopher Bobinski reports

Share shops empty as investors sit tight

No longer are people queuing for shares in initial public offerings as they did during the great Warsaw Stock Exchange (WSE) boom which peaked a year ago on March 8, 1994. Nor do they still crowd into the stock exchange, located in the old communist central committee building, to watch the trading results and work out the increase in their paper profits.

Many small investors who fuelled the market's 700 per cent rise, and took heavy losses on the way down, are sitting on their stocks in the hope of an upturn.

Others are selling out and putting their savings back in the banks or buying government bonds which carry tax relief as well as a steady income.

The stock brokers' "share shops" crowded a year ago, are empty. Only 6 per cent of Poles now say they are interested in buying shares compared with 19 per cent a year ago, according to CBOS, a polling unit.

Only 3 per cent now say they own shares. A year ago 41 per cent said they owned shares when the basic WIG Index peaked at 20,780.3.

After a bleak year for investors the WIG Index is gyrating around the 6,500 mark. Activity is limited to a relatively small group of speculators looking for short-term profits on marginal daily price changes.

With the small investor in retreat, share ownership is concentrating in the hands of the few. Recent flotations such as that of Budimex, the construction company, saw a mere 400,285 shares sold of the 4m shares offered to the public. Three local bank underwriters, the PKO BP, the Polish Development Bank (PBR) and the Bank Handlowy, were left to pick up the difference.

The PBR, which offered 2m shares in early March, thought

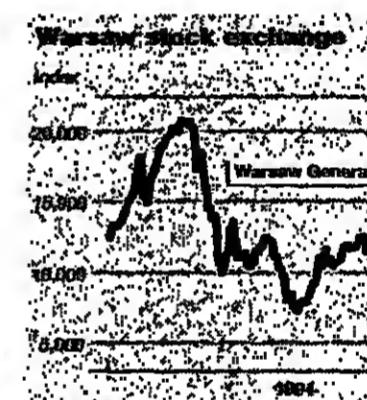
it best not to trust the individual investor but arranged 100 per cent guarantees, including one from Citibank (Poland), which underwrote up to \$10m worth of shares in its first foray into investment banking in Poland.

Companies floating new stocks are looking increasingly to underwriters to support their offers and it is the institutions, and not individual investors, who are beginning to set stock price levels.

At the same time the bulk of foreign investors, who played a role during the boom but usu-

ally sold before the collapse, are staying on the sidelines waiting for prices to drop still further.

Foreign brokers such as Nomura note that industrial stocks quoted on the exchange are still overpriced, with price earning ratios ranging from 10 to 20 and more. Quoted bank stocks, whose p/e average at



around 5, are judged to be cheap but risky.

"There are no compelling undervalued companies," says a western analyst to explain the lack of foreign buying. At the same time, however, there was little selling of Polish stocks by foreigners in

Continued on page 7

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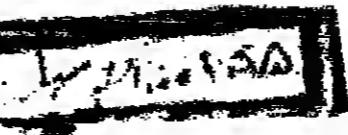
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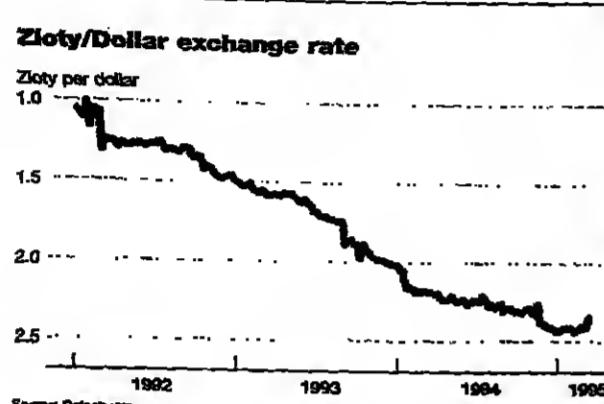
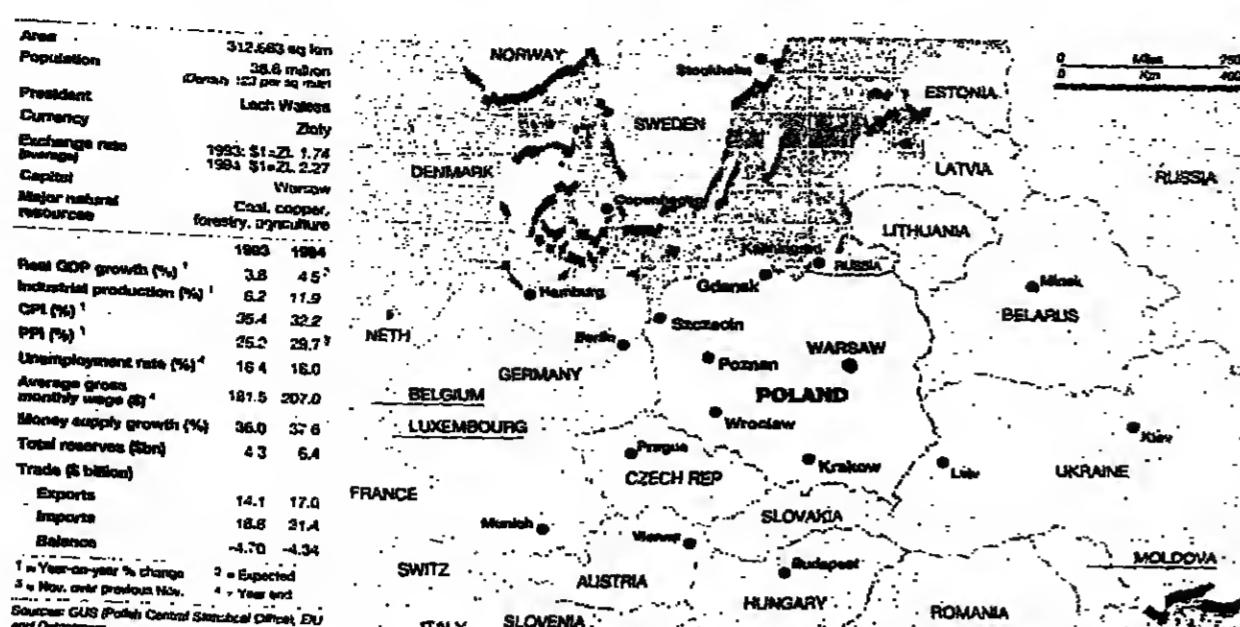
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POLAND 7: BACKGROUND TO THE ECONOMY



THE NEW ZŁOTY

Millionaires have been devalued

Everyone used to be a millionaire in Poland, until January 1 this year when the National Bank introduced a new "hard" złoty which knocked four zeros off everything. Overnight a 10,000 złoty note, worth just under 40 US cents, became the equivalent of a tiny one złoty coin, and a 2m złoty note, the largest in circulation, was turned into the equivalent of four new 50 złoty notes.

If that sounds complicated it is because, for the next two

years old and new złotys will continue to circulate together and the blue 50 złoty note is the largest of the new notes to be issued so far. Later this year a new 100 złoty note, to replace the old 1m złoty note, and a 200 złoty note to replace the 2m note will be issued.

In the meantime, it is possible to prefer a new 50 złoty note to buy a newspaper, and receive nearly 500,000 złotys in old notes, as your change. Alternatively, you might find yourself being handed an

assortment of shiny new "gross" coins. Each tiny gross coin is worth 100 old złotys and denominations include one, two, five, 10, 20 and 50 grosze, supplemented by a one, two and five złoty coin.

The five złoty coin replaces

the old 50,000 złoty note, and both are worth just over two dollars, at the mid-March rate of exchange of around 24 złotys to the US dollar used for conversion in this survey.

Anthony Robinson



Zero hour: four noughts were knocked off old bank-notes this year

PROPERTY AND CONSTRUCTION: Christopher Bobinski reports

Bureaucracy curbs development

Frustration is high among Poland's foreign real estate developers as a "bureaucratic quagmire" continues to complicate land transfers. Bureaucracy, when added to "an extremely cautious and conservative approach" by planners, according to Michael Roskelly of Gerald Eve in Warsaw, means that Polish cities are not changing fast enough.

Many developers focus on Warsaw because it is there that most of the foreign investors have located their headquarters. The principal retailers, who are beginning to take an interest in Poland's emerging consumer society, also want to centre their operations in the capital.

Demand for office space remains high. Mr Roskelly says, but building projects are relatively few. The Atrium Office Centre, with 80,000 square metres of office and parking space available, is due for completion soon. It was built by Skanska of Sweden. But even though Arthur Andersen and Reuters have signed up to take space in the property, the European Bank for Reconstruction and Development (EBRD), one of the backers, is insisting on an 80 per cent pre-let before going ahead with phase two of the scheme planned for the site next door. "The EBRD has set a pretty tough precedent on financing," Mr Roskelly says.

All this helps to explain why average rents for prime space

in the city centre are in the region of \$30 a sq m, approaching the level of rents in western capitals. Warsaw needs more economical out-of-town office buildings where monthly rents could come down to between \$22 and \$25 a sq m. But the scarcity of space at present means that several existing developments charge as much as \$45/m² a sq metre.

While office space is scarce, the supply of hotel rooms of four-star quality and above seems sufficient for the time being. However, this has not stopped the Sheraton hotel chain from building a 300-

room hotel on Three Crosses square, opposite the old communist planning commission building. The decision to go ahead can only be because of corporate policy to go into Warsaw, rather than because the state of the market warrants such a move.

Retailers are showing increased interest in the city, but they, too, are running into some brick walls. Life is easier if they decide to locate in out-of-town sites such as Oryznow, a giant high-rise 100,000 dormitory complex in southern Warsaw. Here, Leclerc, the French retailer, have a site

and Billa from Austria is expanding on its present two stores, one located in part of a bus depot.

The problems begin if large retailers want prime sites in which to start operations. Ms Janet Chojnowski, of Prime Property, a property consultant, says that the multitude of leases on city centre sites is keeping "big western names out of the high street".

The crux of the problem is that the four-fifths of Warsaw's retail space which is owned by the city authorities, is mostly occupied by local small retailers who negotiated long leases in 1990 when the private retail boom was at its height. Now, the successful retailers are profiting from the relatively low rents while those who did less well are sub-leasing their sites at a handsome profit.

Both kinds of tenant, on hearing that a western company wants to rent their space, quote "incredibly high" prices, Ms Chojnowski says. As a result, the city fails completely to benefit from the potential income it could have as Warsaw's largest retail landlord.

The deadlock appears to be complete and may only be broken when the Dom Towarowe Cetrum, the state-owned department stores in the city centre is privatised later this year. If it is sold to a western company, Warsaw might see its first Marks and Spencer store.



White office space is scarce, there are sufficient hotel rooms in Warsaw

Share shops are empty

Continued from page 6

the aftermath of the Mexican debacle, he added.

But the past 12 months have not been entirely bad. The market may have delivered capital losses and merely symbolic dividends to investors but the number of companies quoted on the exchange has grown from around 20 to the present 48 capitalised at around US\$5bn. Despite the fact that eight of the quoted stocks are banks there is a greater measure of diversity, giving investors more choice

than before.

More stocks are in the pipeline. A handful of new companies are due to come on to the exchange following recent public offers and the government could sell 10 state-owned companies through the exchange by the end of the year.

Perhaps most important, is that the Warsaw Stock Exchange has provided a mechanism through which listed companies have been able to raise capital relatively cheaply.

No fewer than 35 companies did so last year, raising a total

of \$800m, according to the WSE authorities.

The market, the transparency and regulation of which is judged to be the best in central Europe, not only provided equity capital for companies but, thanks to strict requirements by the Securities Commission, it also generated a steady stream of information about the quoted companies directed at the general public.

This has had a significant educational effect which should not be underestimated in a country where five years ago people knew or cared little about the workings of a free market economy. It also disciplines company managements which have to publish monthly results and feel investors' watchful eyes following their every move.

Thanks to this kind of pressure many of the companies now on the exchange have changed a lot since they were first listed. Most showed profits last year and, often thanks to rights issue, have minimised their lending to the point that some are now investing surplus funds in treasury bills rather than owing money to creditors. In Poland's fast-growing economy such companies are already emerging as the corporate elite.

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March 1995

Population factors have played a crucial part in bringing about political change in Poland since the war. The present leadership, raised under communism, faces fresh challenges as a new generation which has been brought up in freedom comes of age in the final years of the century.

A glance at the demographic charts shows how the post-war baby-boom generation came of age in time to play a critical role in the political crises which led to the collapse of the government led by Wladyslaw Gomulka.

The post-war generation's urgent need for housing, jobs and consumer goods as they started families forced the new communist party leader, Edward Gierek, to seek foreign finance for its modernisation and expansion drive.

When this \$20bn dash for growth came to grief, angry workers at the Gdansk shipyards led by a fiery, young electrician named Lech Wałęsa sparked off the 1980 revolt by the Solidarity generation, which was suppressed for a decade after the imposition of martial law.

The post-war baby boomers

are now running the country. But their children, born in the turbulent late 1970s and repressed early 1980s, will soon be leaving school, going into the army or to university or looking, maybe fruitlessly, for jobs.

Poland alone will account for 40 per cent of the increase in Europe's labour resources over the next 15 years and Ms Maria Holzer, director of the Polish Children and Youth Foundation, says that around 2m new jobs must be created in the next five years if youth unemployment is to be contained.

Many have already entered the grey economy, treating their benefit as pocket money, and effectively subsidising low wages in the unofficial sector of the economy where millions of un-declared jobs have been created in recent years.

Along Poland's border areas thriving cross-border trade also provides many clandestine job opportunities.

During a recent visit to a secondary school in Chełm, a high unemployment area close to the Ukrainian border, cross-border trade offers an eco-

nomic lifeline.

A school teacher says of his students: "Their parents are still looking after them and many hope to get into university or be called up before they start looking for a job. Things can't be that bad as many drive their own cars to school."

Ms Holzer agrees that for the moment young people remain hopeful about the future.

"They are optimistic, they don't feel any threat and they believe that if they get on to a course they will have a future." Computer programming and driving courses are all over-subscribed with applicants.

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Along Poland's border areas thriving cross-border trade also provides many clandestine job opportunities.

During a recent visit to a secondary school in Chełm, a high unemployment area close to the Ukrainian border, cross-border trade offers an eco-

phase through which Poland is passing from communism to a market-oriented democracy.

But this new wave of young people provides opportunities for consumer goods producers who traditionally target this age group. Pepsi Cola for example recently announced it would be investing a further \$500m in Poland between now and 1997.

It has already put \$300m into its local salty snacks business, its Wedel chocolate factory in Warsaw and its fast-food outlets.

But if the multinationals such as Pepsi, Nestle, Coca-Cola and Cadbury Schweppes are beginning to focus on this rising generation the politicians have yet to do so. School children do not have the vote. But the school leavers of the next five years will make up a very sizeable constituency whose political attitudes are still unknown.

Much will depend on the way that they face up to the challenges and opportunities created by the emergence of a new democratic Poland which their parents fought for and won in 1989.

Christopher Bobinski

This was partly offset by income tax of 4.4bn zlotys on pension income of 36.3bn zlotys.

Farmers, meanwhile, contribute a mere 6 per cent of the payments made each year to the farming sector. The treasury contributes the rest, budgeted at 6.3bn zlotys for 1995.

The World Bank advises the government to discontinue the pensions link with wage levels and to raise the average retirement age. Once that is done Poland should be able to build a public pension scheme which links contributions to benefits and allows private markets to develop. It is a sensible scheme, but the World Bank does not depend on pensioners' votes.

Christopher Bobinski



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POLAND 8: BACKGROUND TO POLITICS

THE YOUNG

Youth rises to the challenge

For many, continuing growth in the shadow economy will probably provide the best outlet for their energies and source of income.

Already a third of Poland's 3m unemployed are between the ages of 17 and 24. Another 800,000 are between 24 and 35. In 1994, 262,000 of around 500,000 school leavers immediately registered for unemployment benefit.

Many have already entered the grey economy, treating their benefit as pocket money, and effectively subsidising low wages in the unofficial sector of the economy where millions of un-declared jobs have been created in recent years.

Along Poland's border areas thriving cross-border trade also provides many clandestine job opportunities.

During a recent visit to a secondary school in Chełm, a high unemployment area close to the Ukrainian border, cross-border trade offers an eco-

THE OLD

A powerful political lobby

date in the elections.

Mr Miller pledged that planned pension reforms would not be introduced in 1997 at the earliest. Any attempt to introduce it earlier would be disastrous politically as the 1996 budget debate this autumn will take place in the midst of the highly-charged presidential election campaign.

Fear of alienating pensioners' votes has blocked reforms of the welfare payments system

This改革深深影响了格热戈日·科多罗夫斯基，波兰的财政部长和IMF以及世界银行。他们认为，继承了前共产主义制度的慷慨，特别是因为前共产主义制度的慷慨，以及对福利制度的改革将使预算无法平衡。工资上涨导致了养老金的不可持续性，从而可能打破预算。他们认为，养老金和残疾福利需要根据消费者价格指数进行调整，而不是根据工资。

大量的养老金领取者反映了第二

世界大战后，养老金支付制度在工厂和农场中非常糟糕。但这些养老金也经常被视作一种补贴，以补偿因战争而失去的收入。

作为结果，从1989年到1992年，平均退休年龄从59岁下降到56岁，而养老金占GDP的比例从9.4%下降到7.1%。养老金领取者的数量增长了3%，从1988年到1994年。

该系统仍然基于一个州级组织，即Zakład Ubezpieczeń Społecznych (ZUS)，它收取雇主每人每月45%的工资作为养老金。

它还规定了病假和伤残福利。

该计划是由Lech Wałęsa提出的，他希望在1990年的总统选举中获胜。

尽管如此，养老金改革还是在1997年实施了。

世界银行表示，波兰应该取消养老金与工资挂钩的制度，并提高平均退休年龄。

因此，波兰应该能够建立一个公共养老金制度，该制度将贡献与福利挂钩，并允许私人市场发展。

这将有助于波兰经济和国防结构的现代化。

然而，直到现在，俄罗斯的权力仍然相对薄弱，等待时间越长，俄罗斯就越难实现其目标。

因此，尽管俄罗斯在国际上影响力有限，但仍有希望。

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POLAND 9: BACKGROUND TO POLITICS

EUROPEAN UNION

Judge us by our health, not wealth

"For many British people the European Union is seen as a threat to sovereignty. For Poles, by contrast, the desire for quick entry is seen as an expression of our newfound sovereignty, of our newly-gained freedom of choice," says Jacek Saryusz-Wolski, Poland's plenipotentiary EU negotiator. "We want to join for the same reason that the original six members set up the iron and steel community, to prevent another war," he adds.

Membership of the EU is important economically. "But we see our future economic prosperity in a wider geo-political context. Only stability and prosperity produce the sort of democratic society which assures security in the wider sense. That's why we want economic integration," he adds.

He has no illusions about the difficulties involved in facing up to EU competition. But he insists "our preference is for early entry followed by a lengthy transition - on the Iberian pattern. Spain joined in 1986 and was given a 10-year transition period to catch up."

In words which he has clearly used in many a debate with Brussels, he says "we would like to judge on our health not our wealth". In terms of the convergence criteria agreed at the Maastricht summit Poland already performs better in critical areas than several existing members, including Ireland, Italy, Belgium and Greece, which all

have far higher levels of indebtedness. "Inflation is the main area where we are out of line with the criteria," he adds. Warsaw hopes to begin negotiations in 1997 shortly after the next inter-governmental conference and hopes to join the club by 2000. "But as yet we have been offered no dates and the Essen route may have no clear road signs, no indication of when and where the bus stops and no traffic code," he complains.

"What we want is clear conditionality, say two years for the steel industry and 10 years to get agriculture into shape, and clear benchmarks to judge our progress. We really must enter the EU within the lifetime of the generation which got rid of communism and has made the changes to democracy," he adds.

Poles are among the most enthusiastic supporters in the former communist countries of closer ties to the European Union, according to Eurobarometer, an annual EU survey in the Brussels club.

However, the picture is not entirely rosy. Poles, Slovaks and Slovenes were most inclined to say that the present EU countries benefited more from closer ties than aspirant members. This reflected in Poland's case a persistent, if diminishing, trade imbalance with the EU. Bulgarians, Hungarians and Romanians thought the mutual advantages were more balanced.

The survey, which is now into its fifth year, also shows that while Poles were among the most discontented about their standard of living last year and lacked optimism about any improvement in 1995, they are also more impatient than most to see further progress in introducing free market reforms.

No less than 45 per cent of Poles questioned in the Euro-

barometer survey said that market reforms were coming too slowly while only 41 per cent of Hungarians and 26 per cent of Czechs called for more haste. In an encouraging message for Václav Klaus, the Czech leader who faces elections next year, a majority of Czechs thought the pace of reform was "just right".

Eurobarometer shows that Poles believe that EU membership will benefit private business. Relatively few see much benefit according to farmers and 49 per cent in this still largely rural country think it will harm farmers' interests. Few think that EU membership will favour manual workers or lower incomes groups either.

* Central and Eastern Eurobarometer (C&E) External Information Unit, European Commission, B-1049 Brussels Tel: 32 2 259 2525 Fax: 32 2 259 2525

Christopher Bobinski

THE PRESIDENTIAL ELECTIONS

Walesa ready to play the populist card

for the powerful presidency when the government is already in the hands of former communists.

The left has several potential presidential candidates, of whom the most impressive is probably Aleksander Kwasniewski who is relatively young, very smart and ambitious.

But the non-communist right, bitterly divided as ever, has failed thus far to come up with an alternative candidate to Mr Walesa and with a better chance of winning the election.

The Freedom Union (UW), heir to the defunct Solidarity party, is now an amalgam of Solidarity and the free market Congress of Liberal Democrats (KLD). The latter failed to jump the 5 per cent of votes entry barrier into parliament at the September

1993 elections. But the UW's most likely candidate, Jacek Kuron, is a fiery former labour activist from the workerist left of the Solidarity movement who is anathema to many of the middle class professionals and businessmen from the former KLD. Feeling among business is mixed, however. Some see Mr Kuron as a man with great communication skills who could help persuade workers to keep pay rises modest until the economy is in a stronger state.

The man who comes closest to the average Pole's ideal of the ideal presidential candidate is probably Andrzej Olechowski, the tall, silver-haired, moustachioed former banker, finance minister and foreign minister.

He not only looks the part but has a solid reputation as a man with an international rep-

utation who understands about the economy not just about politics.

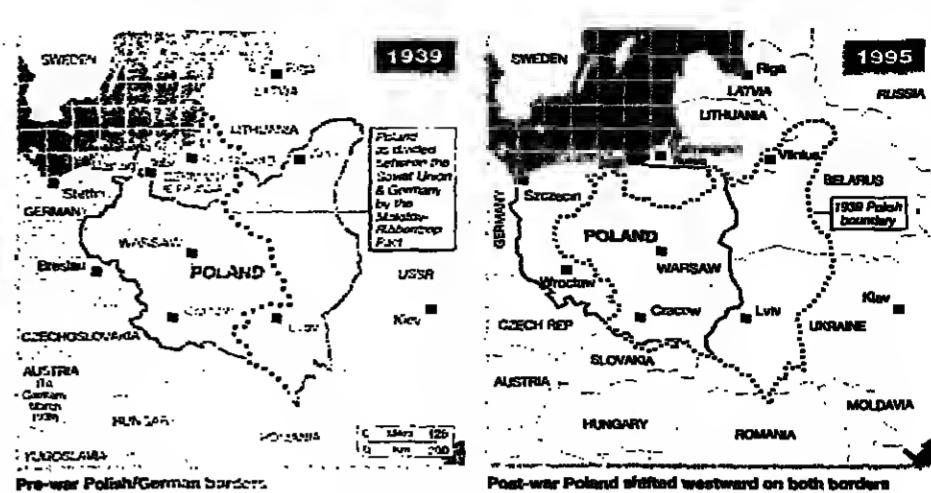
But Mr Olechowski, who advised Mr Walesa on economic matters and who agreed to head a pro-Walesa political grouping, the BBWR, at the last election, has made it known that he will not stand for election against Mr Walesa and will only be a candidate should he decide to step down.

A long way behind the front-runners at present, however, is another interesting presiden-

tial hopeful, Janusz Onyszkiewicz. Mr Onyszkiewicz speaks fluent English, is married to a granddaughter of Marshal Józef Piłsudski, the inter-war dictator, and has impeccable anti-communist credentials as Solidarity press spokesman in the 1980s. He has been an MP since 1989 and was a strong pro-Nato deputy minister of defence in the Solidarity government headed by Ms Hanna Suchocka.

Courteous and intelligent, with no known skeletons in the cupboard and few enemies, his opportunity is only likely to come, as he frankly admits, if the more charismatic candidates stumble and the non-communists look around for a calmer, if less exciting figure, to personify the decent, democratic side of post-communist Poland.

Anthony Robinson



WESTERN POLAND

Area of dynamic growth

The borders of post-war Poland and Germany were drawn up by Stalin and endorsed by the victorious allies at the Yalta and Potsdam conferences. Forty-five years later re-unification has again made Germany the most populous and economically powerful state in Europe. But newly united Germany is smaller and less populous than the pre-war German Reich which included Pomerania and Prussia and extended right across the southern shore of the Baltic.

Before the war German lands were interrupted by the narrow Danzig corridor, created specifically to give otherwise landlocked Poland access to the sea. Berlin's authority extended 150km beyond Königsberg, now the Russian enclave of Kaliningrad. The port of Stettin and the mines and industries of lower Silesia with its beautiful capital city of Breslau were also German cities.

One of the highest priorities of the first post-communist government led by Tadeusz Mazowiecki was to secure through agreement with Chancellor Helmut Kohl a Polish-German treaty under which the German government solemnly confirmed the legitimacy and permanence of the post-war borders. Agreement was reached and signed.

The Polish-German border therefore continues to follow the line of the Oder and Neisse rivers, most of former Pomerania, Prussia and lower Silesia

and farms were themselves forced immigrants from the eastern provinces of inter-war Poland and cities such as Wilno and Lvov.

For Stalin not only shifted the western borders of Poland.

While millions of Germans were uprooted from their homes in eastern Germany, similar numbers of Poles and Ukrainians were forced to leave their old homes in the eastern provinces of Poland.

The whole country was shifted 200km to the west. The former Polish city of Wilna is now Vilnius, the capital of Lithuania, and Lvov has become Lviv, the regional capital of western Ukraine.

Economically, the defeat of Hitler and Stalin's desire for a wide corridor sanitizing between Soviet Russia and the west, gave Poland a Baltic coastline,

with important port cities, broad acres of good farmland, and rich deposits of copper,

This recent history left modern Poland with a much more pronounced western orientation than before the war.

Wroclaw is closer to Berlin

or Prague than it is to Warsaw.

Thanks to Bismarck's

canals and railways and Hitler's autobahns the port of

Szczecin is much more conveniently placed to serve Berlin

than either Hamburg or the former East German port of Rostock. With Sweden and Finland now EU members, and the Baltic basin opened up for trade and commerce, western Poland with its ports and communications is further developing its strategic potential as a north-south as well as east-west axis.

The strategic advantages

which are already attracting a growing number of foreign investors can only increase

with time. Separate articles

chronicle the activities of

some of Poland's most

dramatic exporting companies

active in the region and the

foreign investments which are

starting to come to the area.

Facing New Challenges

Elektrim S.A. was created fifty years ago and has developed into a diversified company involved in trade, finance and production. Its major business partners include companies from Germany, Austria, France, Czech Republic, Russia, United Kingdom, Libya, USA and Turkey.

The modern history of Elektrim started in 1992 when it went public and its shares were listed at the Warsaw Stock Exchange (WSE).

A strategic action plan was developed including: capital investment in supplier base, entering new sectors, increasing the organizational efficiency.

A decisive component of the Company's long-term strategy is and has been to invest in its core activities of exporting cables, electric motors and power generation equipment.

Elektrim is re-orienting itself from its traditional role of an intermediary on international markets to one of a producer and supplier of services.

A typical investment project involves acquiring companies that are part of the privatization program of the State Treasury.

Elektrim often teams up with a partner bank to negotiate an acquisition of 100% of shares, of which 20% is reserved for the employees. Such a mechanism was utilized to purchase Bydgoszcz Cable Factory and electric motor producers, Indukta and Besel.

The next stage of the investment project is to modernize production facilities while increasing productivity in order to increase the market standing of the company. In addition to capital, Elektrim supplies marketing and management expertise.

In the third and last stage some of the company's shares are publicly sold on the WSE, while Elektrim retains a controlling stake.

Recently, Elektrim has sold Mostostal Warszawa S.A. shares and Bydgoszcz Cable Factory S.A. shares on the WSE. The profitability of the above operation has shown that thereby Elektrim can acquire the capital necessary to buy subsequent factories.

In 1994 Elektrim bought 80% of the shares of Indukta in Bielsko-Biala and the same amount in Szczecinek-based Telzas. Seventy-five percent of Besel shares were also acquired. Elektrim became the owner of Polam Wilkasy and Polam Myslakowice as well as Elester S.A. in Lodz.

The capital for further purchases was generated through the third issue of Elektrim shares in the middle of 1993. The offering was a success; PLN 700,000 million (PLN 70 million) raised was earmarked for further investments.

In 1995 Elektrim plans to purchase other companies involved in the privatization program.

Elektrim currently employs, if one were to consider all the companies in which Elektrim has at least a 51% stake, approximately 10,000 persons.

Elektrim invests in a few core sectors: power generation and environmental protection, high and low-voltage electric equipment, electric machines and lighting fittings, cables, telecommunications.

In addition to investments in traditional sectors, Elektrim continues to seek new areas to diversify operations.

The Company is interested in building a system of toll highways in Poland. Elektrim is one of the co-founders of the Polish Economic Consortium that was created to build highways.

Another example of a new field of activity is an international consortium created to establish the first Polish GSM cellular telephone network.

In 1994, Elektrim's net profits stood at over PLN 521,000 million (PLN 52.1 million). If the conditions of sustained domestic demand and growing world economy are maintained, chances are that in 1995 the results will be even better.



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POLAND 11: WESTERN REGION

COPPER: a very profitable industry

Rich potential for exports

Four high-rise mine shafts tower above the rolling farmlands and over 100 villages of south-west Poland much as their equivalents rise from the Transvaal flatlands in South Africa. But the rich seams between 700 and 1,000 metres below the Polish fields are not gold-bearing but rich instead in copper fused with silver, lead, selenium as well as useful traces of gold in a polymetallic orebody extending over many kilometres.

Foreign visitors to the mines and refineries of KGHM Polska Miedz SA, the state-owned Polish copper company, frequently expect to see third world standard mines, says Krzysztof Szedzikowski, chairman and chief executive of Poland's richest and most profitable company.

"They are surprised when they find that we are an efficient, European-level mining company with the added advantage of being sited close to the heart of industrial Europe," he adds.

The combination has made Polska Miedz Poland's richest and most profitable company and the country's most valuable net earner of foreign currencies. Last year export customers in Germany, the UK and elsewhere bought more than 60 per cent of the company's top quality copper electrodes, wire rods and billets.

Exports earned well over \$850m in foreign currency, contributing significantly to Poland's export-led recovery. Last year was a particularly good year. Copper prices on the London Metal Exchange averaged \$3,313 a tonne compared with only \$1,913 a tonne in 1993 and soared over \$3,000 earlier this year before falling back. Net, after-tax profits nearly tripled to a record 350m new zlotys (\$162m) on sales of 2,500m new zlotys (\$1,084m).

Higher profits were not only a reflection of higher prices. The company has cut costs by more than 20 per cent since a new management team took over less than three years ago. "We did not expect such high prices and worked on the assumption that we had to

make ourselves profitable at a much lower level," Mr Szedzikowski says.

Productivity has risen sharply, reflected in a drop in employment from 42,000 three years ago to under 23,000 as the socialist-era company housing, kindergartens, sports stadium and service activities were hived off to local authorities or newly-created subsidiary companies. At the same time financial controls have been strengthened, management restructured and labour relations improved.

Even so the Polish mines remain overpowered by world standards. The Rudna mine, biggest of the four underground mines, employs around 7,000 people, compared to only 375 at a Swedish opencast mine with a similar output.

Last year the company's four underground mines, two integrated smelting and refining plants and one copper rolling mill turned out 405,093 tonnes of refined electrolytic copper from 26.4m tonnes of ore. This is just over 4.1 per cent of total world copper production, and roughly one third of the output of the low-cost Chilean open-cast mines which produce 12 per cent of the world's copper.

At the same time, a new \$26m precious metals refinery at the nearby town of Glogow last year produced 915 tonnes of silver, which earned 17 per cent of total revenue, plus 400kg of refined gold.

The new refinery, which employs the latest Swedish technology from Boliden AB, has reinforced the company's position as Europe's largest silver producer. Slimes from processing the combined output of the four mines produce around 10 per cent of global silver output, mostly in the form of silver granules for the photographic and other industries.

Miedz also produces 150,000 tonnes of salt from the vast deposits which overlay the entire 96 sq km mining area, plus 450,000 tonnes of sulphuric acid, 10,500 tonnes of lead and smaller quantities of selenium and other metals.

A new junior school with a sloping red tile roof and large windows is nearing completion behind the modest, white-washed building which houses the local council (Gmina) of Kobierzyce just beyond the Wroclaw city limits.

The school cost \$2.5m and is a sign of the new prosperity arising from the determined efforts of the mayor, Ryszard Chomicki, and his enthusiastic staff to attract foreign investment.

To date the most tangible evidence of success is the spanking new \$50m chocolate factory which has just been completed on a greenfield site by Cadbury Schweppes, the UK-based confectionery and

drinks company.

Cargill, the US-based commodity trader and grain products company, is expected to build a 100,000-tonnes-a-year corn starch processing plant on the site next door.

A few hundred metres further north, on land bordering the motorway which will eventually run from Prague and Berlin and connect with the planned motorways through to Warsaw, Krakow and Gdansk, the Dutch-based

cash-and-carry retailer Makro is due to start building a large store later this year.

Ideo, the Swedish-based furniture company, is also planning to build a store in the town.

Five years ago Kobierzyce

was just another impoverished,

largely rural community of

11,500 people situated just

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city of Wroclaw, better known

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POLAND 12: WESTERN REGION

SZCZECIN SHIPYARDS: a symbol of Poland's export-led industrial regeneration

Relaunched on a rising tide of profits

In four years, Stocznia Szczecinska, the Szczecin shipyard, has been transformed from a bankrupt basket case, dependent on a Soviet market which no longer exists, into a symbol of Poland's export-led industrial regeneration.

A thoroughgoing financial and managerial re-organisation, coupled with investment in new slipways, cranes and other equipment and a new cooperative relationship with the trade unions have worked wonders.

Last year the semi-privatised company with a share capital of only \$30m turned in a net after-tax profit of \$15m on sales of \$355m.

This year sales are expected to rise to \$450m, although higher profit forecasts are being scaled down following the central bank's February decision to reduce the "crawling peg devaluation" of the zloty from 1.4 per cent to 1.2 per cent a month and to raise interest rates.

"With practically all our output sold for dollars to foreign or foreign-registered shipowners, the bank's decision will cost an estimated \$5m in lost profits," says Andrzej Zarznoch, sales and marketing director.

Another complaint is the high cost of capital for a fast expanding company whose slender capital base was

virtually wiped out, like most other Polish companies, by the hyper-inflation of the late 1980s. This leaves it exposed to the high interest rates which have been a feature of post-communist economic life.

One of the first stages in the company's regeneration was the successful debt write-down and rescheduling which accompanied the US-style financial restructuring completed in 1991. This has helped to reduce the overall interest rate burden.

Robert Polan, an American financial consultant who arrived in Warsaw to help establish the Polish-American Enterprise Fund in 1990, left the fund to advise on the restructuring in 1991. "We started from ground zero to establish what the losses were. We examined the cost structure, transferred 1,000 auxiliary workers into production, set up a new pay system and started new debt negotiations with banks and suppliers," he recalls.

One of the first victims was the shipyard fleet of 67 yachts, part of the shipyard's sailing

club. They were sold. Another priority was selling off the ships built for Soviet customers who could no longer pay.

But the event which marked the re-organised shipyard's fight back to solvency was the order from Bertrand Richmers, a German shipowner, for a \$20m standard container ship. Ordered on 16-month delivery

schedule in December 1991 the new ship was actually built and delivered in 11 months. Other orders started to flow in and Bank Handlowy, the shipyard's biggest creditor, took over as the shipyard's "house bank". It opened an annual renewable credit line which has expanded *pari passu* with the growth of the shipyard's

activity.

The greatest need is for working capital as the low cost of Polish labour and reliance on Polish equipment suppliers has made it possible to keep the cost of capital investment relatively low. Last year, the shipyard invested around \$20m, most of it on the construction of two new slipways

capable of building broader, 32-metre wide, panamax ships and re-equipping with 300-tonne lifting capacity gantry cranes. The bulk of investment was financed from retained profits.

The cranes were specially designed and built at a fraction of the cost of similar imported models, by Famaek

Klinczibork, a mining equipment company in southern Poland without previous experience in heavy cranes. This is a prime example of the way the regeneration of the shipyard has helped to support the recovery in other sectors of the Polish economy.

"Building the new bays enables us to keep up with our customers' demands for bigger ships. Without them we would have become a 'short pipe', capable of winning initial orders but unable to build bigger ships and therefore doomed to lose customers to our fierce competitors in the Far East which can offer a bigger range of container ships," Mr Zarznoch adds.

Another important investment was in IBM computer equipment and software for the 60-strong design team and to upgrade financial and managerial control systems.

Until now the two existing 25-metre wide production slipways were capable of building ships only up to 22,000 deadweight tonnes (dwt). But the new container ships designed for the new bays will range from 40,000 dwt.

Three of the first of the new vessels will be 40,000 dwt product tankers sold to Unicore Lines of South Africa for charter to Shell and Engen, the South African oil company created after Mobil was forced to disinvest from the country in the 1980s.

China is another important customer and Krzysztof Pietrowski, the shipyard's managing director, was among the

party of Polish officials and businessmen who accompanied President Walesa on his official visit to Chile and other Latin American countries in February.

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Statistics published by Clarkson research Studies show how successfully the Szczecin shipyard has been in identifying and occupying a niche in the smaller end of the standard container ship market. Of 275 container ships on order worldwide as of January 1995 the Szczecin Shipyards have captured 41 orders, 14.7 per cent of the total.

On a deadweight tonnage basis, however, the Polish yard accounts for 8.3 per cent of the 8.4m dwt of container ships currently on order.

This reflects the relatively small size of the Polish ships compared to the 50,000 dwt and upwards turned out by Japanese and South Korean yards.

pared to only 24m in 1993. More than 90 per cent of income last year was generated from foreign charters with activity concentrated primarily on the Atlantic basin region.

"Around half of our recovery is due to the global rise in freight rates, the other half can be attributed to tighter cost control, active use of financial markets and better financial controls and higher efficiency by the fleet itself, especially through a reduction of ballast legs," Mr Lemba says of a company which has not received government subsidies since 1984 and has developed into one of the world's largest shipping companies.

PZM-controlled companies have an estimated 2 per cent share of the highly competitive global shipping market, mainly carrying bulk cargoes such as fertiliser, coal, grain and iron ore.

Around 40 per cent of the fleet was built in Polish yards and most of those in Szczecin itself.

Profile: POLSKA ZEGLUGA MORSKA

Fortune smiles on industry

The renaissance of the Szczecin shipyards is the crucial element in a broader recovery of the heavily maritime-based economy of this north-western province ceded to Poland after the second world war.

But five years ago the Polish shipping industry and the shipbuilding and repair yards in the main Baltic ports were all facing a crisis.

In Szczecin all three sectors are now in a much healthier state although further eastward along the coast the maritime-based industries of Gdynia and Gdańsk are at least two years behind in their restructuring plans.

The recovery in the fortunes of the shipyards is now also being shared by the Polish

shipping industry, which runs one of Europe's largest fleets.

But Janusz Lemba, general manager of Polska Zegluga Morska, the Polish Steamship Company (PZM), says last year's 8 per cent rise in global sea freight rates, came just in time to save the Szczecin-based shipping group from looming bankruptcy.

However, low freight rates were not PZM's only problem.

It was also suffering from over-investment in a badly timed and over-ambitious hotel and office block development in the late 1980s and an expensive leasing contract with Burmeister and Wain, the Danish shipyard, which saddled it with six expensive new Panamax tankers.

The decision to build the Pazim complex (a weird combination consisting of a high-rise circular office block tower with angular adjuncts housing a luxury hotel and shopping complex) was "five years ahead of its time", Mr Lemba says. In impoverished post-communist Poland there was little demand for the luxury, western-style office block which towers over a city centre destroyed by allied bombing at the end of the war and rebuilt in dreary Socialist style.

For three years most of the offices and shops were unoccupied while the hotel, managed by the US Radisson chain, suffered 25-30 per cent occupancy rates until business started to pick up last year.

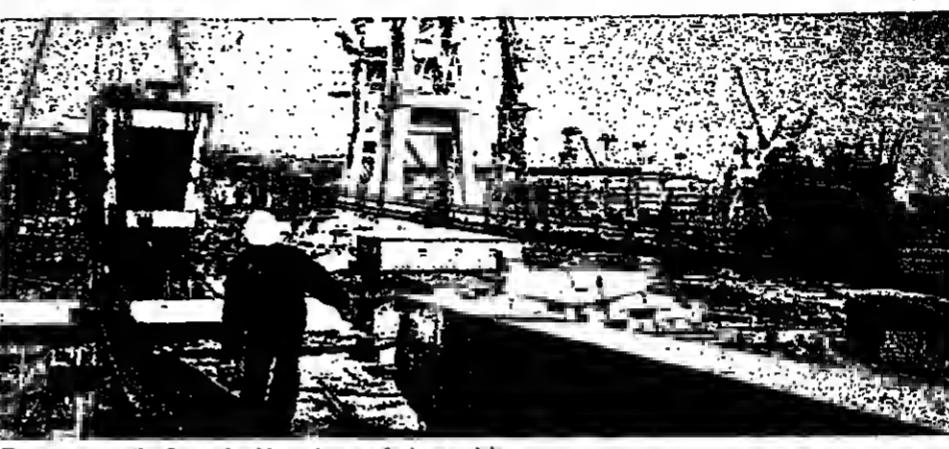
Now the city's reviving prosperity, fuelled by a vigorous cross-border trade with Germans from the former East Germany as well as growing investment from Germany and Scandinavia, is reflected in higher occupancy rates. All the shops and banking halls in the Pazim complex are occupied, 80 per cent of office space is let and the hotel occupancy rate has risen to 35 per cent and is steadily improving, Mr Lemba says.

But with the original financing from Austrian and other foreign banks already half way through the unusually short 10-year financing term, PZM and its Austrian joint venture partner, Ilbau of Vienna which built the 24-storey complex, face difficult re-financing negotiations before long.

Meanwhile, tighter management and re-organisation of PZM into a holding company structure had led to more focused and efficient core ship chartering business. PZM and its subsidiary Zegluga Polska, own around 80 per cent of the group-controlled fleet of 110 bulk carriers ranging from 4,400-74,000 dead weight tons

(dwt) and five tankers ranging from 9,700 to 145,000 dwt. The fleet includes 14 small bulk carriers of around 4,500 dwt which were supplied by UK shipyards in a controversial deal made between the UK Labour government headed by Harold Wilson and the communist regime headed by Edward Gierk. The deal involved heavily subsidised prices and cheap credits on which the final payment was made in January.

Last year the total 3m dwt of shipping under management of the three main operating companies - Polsteam Oceanship, Polsteam Sbortramp and Polsteam Tankers - carried 26.5m tons of cargo com-



Five years ago the Szczecin shipyards were facing a crisis

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23 - 26.05.	DREMA	International Trade Fair of Woodworking Machines and Tools
18 - 23.06.	57th POZNAŃ INTERNATIONAL FAIR	
05 - 09.06.	AUTUMN	Consumer Goods Fair (Cosmetics, Toys, Sports, Jewellery, Food)
05 - 08.06.	Poznań Fashion Week	
11 - 15.06.	ASIA IN POLAND SIMMEX	International Trade Fair for Mining, Power Industry and Metallurgy in Katowice
06 - 11.10.	POLAGRA	International Agro-Industrial Fair
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24 - 27.10.	INTERNATIONAL ADVERTISING FAIR	
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21 - 24.11.	KOMEK	International Fair of Municipal Maintenance Equipment
21 - 24.11.	INVESTCITY	Investment Opportunities in Polish Cities
21 - 24.11.	KOOPERACJA	International Small Business Fair
January - April 1996		
23 - 26.01.	BUDMA	International Construction Fair
23 - 26.01.	SECUREX	International Exhibition of Property Protection
27.02. - 01.03.	SPRING	Consumer Goods Fair (Cosmetics, Toys, Sports, Jewellery, Food)
27.02. - 01.03.	Poznań Fashion Week	
12 - 15.03.	BICYKL SALMED	International Cycling Fair International Trade Fair of Medical Equipment
12 - 15.03.	INTERMASZ	International Trade Fair of Textile, Clothing and Shoe Making Machines
26 - 29.03.	DOMEXPO	Spring Consumer Goods Fair "EVERYTHING FOR THE HOME"
14 - 17.04.	INFOSYSTEM	International Fair of Electronics, Telecommunication and Computer Engineering
14 - 17.04.	POLIGRAFIA	International Exhibition of Printing Machines
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